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FINANCIAL TIMES

Europe's Business Newspaper

MONDAY DECEMBER 7 1992

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Russian PM may be voted out in anti-Yeltsin move

Boris Yeltsin's parliamentary opponents, who failed at the weekend to depose the Russian president of his power to form governments, are likely to return to the offensive today by refusing to endorse Yegor Gaidar as prime minister.

Members of the Congress of People's Deputies hope to put a stop to economic policies they describe as "contrary to the interests of Russian citizens" by removing Mr Gaidar. Page 16; UN gloomy on ex-Soviet states' economic hopes, Page 2; Congress converts no-one, Page 3

Generali In a surprise move one of the Italian insurer's three managing directors has resigned, triggering speculation about differences of opinion among the top management. Page 21

Peace move: Palestinian leaders yesterday gave their delegation the go-ahead to attend the latest round of Middle East peace talks in Washington today after their call for a boycott was brushed aside by Syria, Jordan and Lebanon. Page 4

Bentzen likely to head economic team



US President-elect Bill Clinton is expected to announce the first appointments to his administration this week, beginning with an economic team headed by Senator Lloyd Bentsen of Texas (left). Mr Bentsen, chairman of the Senate finance committee, is thought to be all

but certain to be named as Treasury secretary. Page 18; Protest over Clinton files, Page 6

Poll probe: South Korea's government is investigating alleged electoral malpractices by Hyundai, the industrial conglomerate, as the presidential bid by its founder, Chung Ju-yung, appeared to be rapidly gaining strength less than two weeks before the elections. Page 4

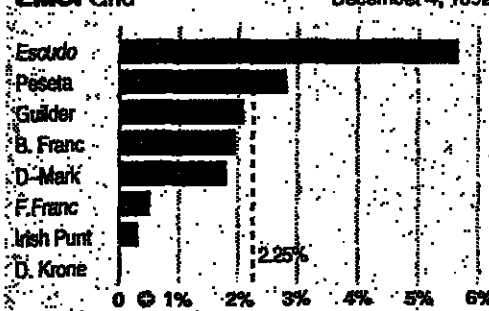
Forté: The UK hotel and restaurant group is this week expected to move closer to its aim of becoming more internationally-based with the acquisition of a chain of French motorway restaurants and the conclusion of an agreement to run 18 hotels in Italy. Page 19

Barclays: The UK bank this week becomes the first European bank to provide companies with a new form of short-term financing which allows them to build up their order books without borrowing directly from banks. Page 19

China concern: China's unbending attitude toward Hong Kong is causing increasing concern among western diplomats and some mainland Chinese officials in the colony, who are worried about the consequences for Beijing's relations with the US and Taiwan. Page 4

European Monetary System: A series of statements from Paris and Bonn, defending the parity of the franc and D-Mark within the EMS, helped to ease tension in a fraught system by the end of last week. The statements were sparked by speculation about a devaluation of the franc, as the currency languished dangerously near the floor of the ERM grid. A concerted effort to quash the rumours, including intervention from both countries, helped to bolster the franc. Many of the ERM currencies were also helped by the gloomy economic statistics out of Germany, which hit the D-Mark towards the end of the week.

EMS Grid: December 4, 1992



The chart shows the member currencies of the exchange rate mechanism measured against the weakest currency in the EMS's narrow 2.25 per cent fluctuation band. In practice, currencies in the narrow band cannot rise more than 2.25 per cent from the weakest currency in that part of the system. The Spanish peseta and Portuguese escudo operate with 6 per cent fluctuation bands.

Club Méditerranée, one of the largest French leisure groups, still best known for its holiday villages, returned to profit for last year following a recovery in its airline business. Page 21

30 die in Afghanistan: Peace efforts began in Kabul yesterday as doctors reported at least 30 people dead and hundreds wounded in two days of fighting between two groups in Afghanistan's interim government.

Anti-racist rally: More 300,000 Germans protested in Munich against racist attacks on foreigners. Bild am Sonntag newspaper said two US banks had cancelled east German investment plans because of the violence against foreigners.

Dow Chemical, the second biggest US chemicals group, which suffered a 35 per cent decline in third quarter net income to \$145m, has unveiled a reorganisation aimed at improving international competitiveness. Page 21

Heated arguments: Italy's fledgling privatisation programme been hit by an unexpected spat over a state-owned potato crisp maker. Page 19

	Austria	Belgium	Denmark	France	Germany	Greece	Italy	Japan	Luxembourg	Netherlands	Portugal	Spain	Sweden	Switzerland	UK	US
1.	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
2.	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
3.	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
4.	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
5.	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
6.	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
7.	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
8.	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
9.	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
10.	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
11.	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
12.	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25

Referendum will delay EC-Efta treaty ■ Issue splits French and German speakers

Swiss reject closer European ties

By Ian Rodger in Zurich

SWITZERLAND yesterday said "No" to closer European integration, causing a domestic political crisis and further problems for the European Community. In a national referendum on joining the European Economic Area, 50.3 per cent of voters rejected the government proposal.

Under Swiss law, a majority of 16 of the 26 cantons is also required. A decisive 16, including industrial and financial cantons such as Zurich and Zug, rejected a move towards closer European integration.

The rejection of the EEA treaty, which would link the seven countries of the European

Free Trade Association and the 12 European Community countries in an enlarged common market, may also hurt the prospects for economic recovery in other Efta countries.

The planned introduction of the EEA on January 1 will now have to be delayed for at least six months while these countries renegotiate the details of EEA entry.

European governments registered disappointment at the Swiss vote, but expressed determination to start the EEA without Switzerland. In Brussels, Mr Frans Andriessen, the EC external affairs commissioner, said Switzerland had chosen the path of isolation.

HOW THEY VOTED		
	YES	NO
Cantons	7	16
Popular vote (%)	49.7	50.3

Mr Jacques Delors, the Commission president, said there would now be talks to change the treaty. He confirmed that the vote added up to a rejection not only of the EEA but also of the EC, which the Bernese government had applied to join.

Among Switzerland's partners in Efta, Finland's foreign trade

minister Mr Pertti Salolainen said on Sunday he was disappointed by the Swiss rejection of the EEA and that the implementation of the agreement would now be delayed. "This means difficulties... because we cannot start the agreement at the same time as the internal market is realised in the EC," Mr Salolainen said.

Mr Bjørn Tore Godal, the Norwegian trade minister, said the other 18 countries planning to take part in the EEA would have to negotiate technical changes, but there would be "no change in the agreement's substance".

Mr Ulf Dinkelspiel, the Swedish trade minister, said it was important to assure the financial

markets that EEA delays would be limited.

In Switzerland, there was also concern yesterday that the vote could prolong Switzerland's recession and could put pressure on the Swiss franc and Swiss shares in financial markets.

The political crisis arises because of the clear split in the voting between the country's majority German speaking community, which voted heavily against the treaty, and the minority French speaking community, which voted equally decisively for it.

The Swiss have until now been successful in protecting minorities, but the outcome of this vote could inflame passions on both

sides of the country's linguistic divide. Both were clearly determined to give no quarter to the other. There were record turnouts in many cantons, and every German speaking canton, except Basle, rejected the EEA.

The linguistic division in the voting showed up even in the cantons which have both French and German speaking communities. In the cantons of Fribourg, Valais and Bern, the minority communities voted on linguistic lines.

Mr René Felber, the Swiss president, said the clear rift between

Continued on Page 18
Swiss step back, Page 2
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India faces crisis as militants demolish mosque

By Shiraz Sidhva in New Delhi and Stefan Wagstyl in Ayodhya

INDIA faced a major political and constitutional crisis last night after Hindu militants stormed and demolished an ancient mosque in Ayodhya, prompting widespread fears of communal violence across the country.

Mr P.V. Narasimha Rao, the prime minister, appealed for calm, as regulatory police orders were imposed and the army alerted in many Indian states. Addressing the nation on television, Mr Rao said his government would go to any extent to promote secularism and appealed to every citizen to co-operate.

Tension escalated in several communally-sensitive states as news spread that the disputed mosque had been demolished by hordes of Hindu militants who had converged on Ayodhya over the last week to protest against the government's failure to resolve the issue.

Some 200 para-military police were inside the barricades at the time they were stormed. But within minutes they had retreated to a nearby building and played no further part as around 200,000 Hindus stormed the barricades and clambered atop the mosque's three dilapidated domes.

Dressed in saffron robes and chanting religious slogans, the militants defied court orders and disobeyed the same Hindu political leaders who had used the temple issue to muster support for a Hindu nation.

Within three hours all three domes had been reduced to rubble, which was carried away as souvenirs by a jubilant crowd that had accomplished what the courts and successive governments had been trying to prevent. The few hundred para-military police on guard within the mosque did little to hide their sympathy for the militants.

The 16th century Babri mosque which was built on a temple site claimed by Hindus to be the birthplace of the god Ram, has come to symbolise India as a secular state, guaranteed by the constitution. The right-wing Hindu Bharatiya Janata Party has, over the last three years, become the largest opposition party by politicising a dispute that dates back to independence.

Government direct rule was imposed in Uttar Pradesh, India's largest and most politically crucial state where Ayodhya is located. Mr Kalyan Singh, the chief minister, who wrested power in an election 18 months ago on a promise to build a Hindu temple on the site of the mosque, resigned late last night. Hours later his government, supported by the BJP, was dismissed.

Continued on Page 18



Disputed ground: Hindu militants demolish an ancient mosque to make way for a Hindu temple in the northern town of Ayodhya

Chief of American Express to resign

By Alan Friedman in New York

MR James Robinson, embattled chairman and chief executive of American Express, the former US travel and financial services group, yesterday said he would resign as chief executive next year, as soon as a successor had been chosen.

Mr Robinson, denied that he was being forced out because of losses at the company's credit card business, reduced profits and pressure on its stock price.

He claimed he had not wished to serve more than 15 years in the job. However he agreed with some criticisms of his management by Wall Street analysts. Mr Robinson made the announcement after Fortune magazine issued a press release foreshadowing a story which claimed the resignation had been dictated by the American Express board "in a quiet coup" that began last September.

Members of the American Express board, which includes

Mr Henry Kissinger, the former Secretary of State, closed ranks immediately after the Fortune story was announced.

Mr Rawleigh Warner, former chairman of Mobil, yesterday denied reports he had led any boardroom coup. Mr Frank Popoff, chief executive of Dow Chemical, said that to characterise Mr Robinson's departure as a coup was "totally inaccurate".

Mr Robinson said he told the board of his plans for succession last September, the day before a board meeting. "I said I did not want to stay on past the age of 60 and that it was time to develop the succession process. We had a good, long and rigorous discussion about succession at the board meeting the next day."

The 57-year-old Mr Robinson, who is heading the search committee, said that he would probably leave the chief executive's post at age 58, during 1993.

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Signing will take weeks

Argentina in deal on debt reduction

By Stephen Fidler, Latin America Editor

THE Argentine government and its leading bank creditor began signing a bank debt reduction agreement yesterday at a televised ceremony in Buenos Aires. The agreement covers \$23bn of medium- and long-term bank debt and \$8bn of arrears on interest payments.

The signing, at which representatives from the 13 banks on Argentina's bank advisory committee were present, is the second last stage of the Brady-style agreement.

The signing is expected to take several weeks, as hundreds of creditors - including individuals who have bought the debt at a discount from face value to make speculative gains - put their signature to the accord. The agreement, negotiations over which were started in January, will be completed by an exchange of concessional bonds for bank debt, probably next April.

In a speech at the ceremony, President Carlos Menem underlined the importance of an accord which would restore the country's creditworthiness. Argentine officials see it as the

latest step in the government's aim to normalise the country's international relations.

Mr William Rhodes, vice chairman of Citibank, Argentina's leading bank creditor, said the agreement "regularised" the country's relations with commercial banks and underlined the government's commitment to sound economic policies.

After the ceremony, economy minister Mr Domingo Cavallo left for Japan on a trip aimed at encouraging Japanese finance for the agreement.

The accord is the latest in a series of debt reduction agreements under the Brady plan which have also benefited countries such as Mexico and Costa Rica. The plan is named after US Treasury Secretary, Mr Nicholas Brady.

The agreement, bankers say, should improve the country's access to international financial markets and reduce its cost of borrowing, at present at least two percentage points above the costs of funds for Mexico. Under the accord, some 65 per cent of the debt will be shielded from future rises in interest rates through bonds carrying pre-set interest rates.

Russian congress converts no-one to democracy

By Leyla Boulton in Moscow

"DEPUTIES: get rid of this government of Chicago gangsters," read the telegram pinned on the notice-board at the Congress of People's Deputies in Moscow.

But most Russians, concentrating on a struggle for survival, are indifferent to the drama which will continue to unfold this week in the Kremlin as the full parliament continues to fight President Boris Yeltsin's painful economic reforms.

"I don't trust anybody," was how one army officer, who moonlights as a security guard to feed his family, summed up the feelings of many Russians.

Although many of the deputies' complaints reflect real popular grievances, congress proposals for action adopted at the weekend either defend narrow vested interests - such as the state farms - or make potentially disastrous populist promises. An attempt to set up a system of parliamentary government, narrowly defeated at the weekend, would have led to chronically unstable cabinets that would have plunged the

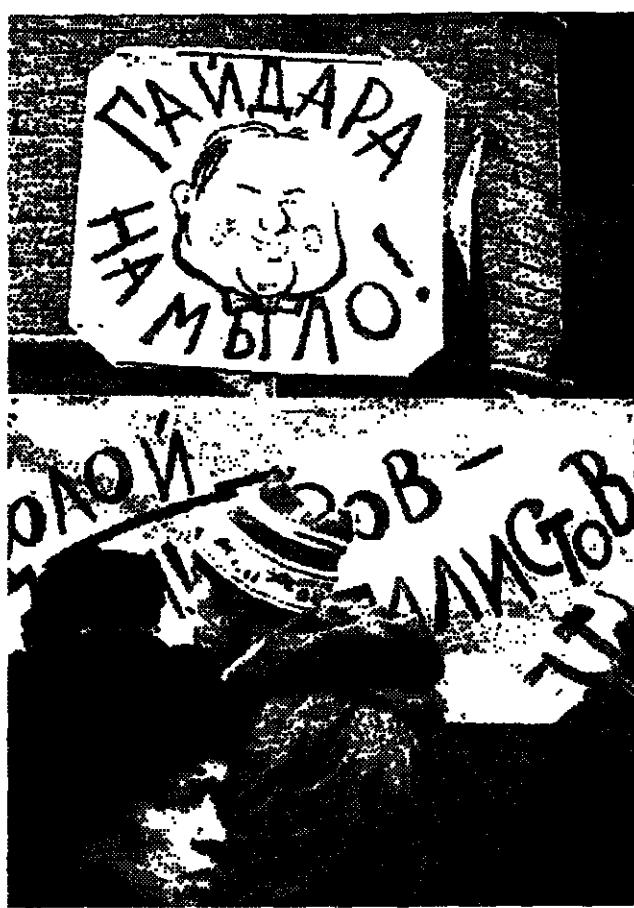
country further into crisis.

Not surprising, an opinion poll quoted by Ostankino television found that while 57 per cent of the population is dissatisfied with the government, 59 per cent is also dissatisfied with parliament.

The high point of last week's proceedings, a punch-up between deputies, spoke volumes of the absurdity of an institution which is only formally democratic. If anything, its performance has served to encourage popular disillusionment with democratic practice.

Elected in the days of communist domination of society, its unwieldy 1,000-plus membership makes it even more open to manipulation than the smaller standing parliament, the Supreme Soviet. The parliamentary chairman, Mr Ruslan Khasbulatov, a power-hungry figure promoted by Mr Yeltsin to the latter's subsequent regret, cuts an equally paradoxical figure as standard-bearer of democracy.

Pursuing his own personal power struggle by promoting the failed attempt to deprive the president of the right to form the government, he will



Muscovites pass a Communist poster reading "Turn (Prime Minister Yegor) Gaidar into soap"

resume the offensive by backing calls for Prime Minister Yegor Gaidar's removal today and promising new trouble when the congress next meets in April.

Tajik war refugees stranded at border

UP to 140,000 refugees fleeing Tajikistan's civil strife are stranded near the Afghan border, Renter reports from Tashkent.

"We were told by Russian border guards that the number of refugees near the Afghan frontier has reached 140,000," said Mr Dieter Pfaff, head of the International Committee of the Red Cross mission in the Tajik capital Dushanbe.

"We're unable to reach the area, but we are planning our relief operation on the basis of these figures."

Hundreds of people in the

impoverished Central Asian republic have been killed in fighting between ex-Communist rebels and Islamic militants since former President Rakhmon Nabiyev was ousted in September.

Mr Pfaff said up to 500,000 people, 10 per cent of the population, were believed to have been displaced by the fighting.

The refugees were fleeing recent fighting in the southern town of Shartux about 15 miles north of the Afghan border, which is guarded by Russian troops.

Spain oil slick spreads

AN OIL slick from the Greek tanker Aegean Sea spread along Spain's northwestern coast yesterday despite efforts to prevent it from destroying valuable marine ecosystems and invading beaches, Renter reports from La Coruña.

Efforts to extract crude oil still stored in the stricken tanker were frustrated by heavy swell and fires burning in the engine room. La Coruña governor Pilar Lledo told reporters.

She said the authorities were unwilling to risk human lives in salvaging the tanker while

its situation was still unstable. The oil had covered an area of 19 square miles by early yesterday and environmentalists feared it could spread as far as 60 miles and devastate shellfish beds which provide much of the region's livelihood.

Local unions and ecology groups claimed the authorities had failed to take sufficient preventive measures.

Beaches along the Betanzos and Ares estuaries, northeast of La Coruña, were covered with oil and the slick was bearing in on Ferrol, whose port remained closed yesterday.

Slovene president is expected to win re-election

By Laura Silber in Ljubljana

SLOVENES yesterday braved the cold to vote in the first elections since the republic broke away from Yugoslavia in June 1991.

Mr Milan Kucan, the widely respected president of Slovenia, is the strong favourite to win re-election, while the new 130-seat bicameral parliament is likely to be split among a leftist coalition, liberal and centre-right parties.

But many Slovenes in Ljubljana, the capital, yesterday worried whether Mr Zmago Jelenc, an ultra-nationalist whose party has recently risen in popularity, would win support as a parliamentary candidate among the 145m voters in the tiny Alpine republic.

In nearby Vrhnika, where Mr Jelenc is running, many voters feared his extremism. "He is dangerous. He hopes to 'ethnically cleanse' Slovenia - but every citizen should have the same rights, Slovene or not," said a 50-year-old factory worker who spoke on condition of anonymity and voted for the reformed communists.

But next to him, Mr Mihal Miran said: "All my friends are

voting for Jelenc. A vote for him is a vote for the Slovene people and Slovenia." Mr Jelenc has called for the expulsion of some 130,000 guest-workers from the former Yugoslavia.

Mr Peter Bekes, an official of the reformed Communists' party, warned against playing down the significance of Mr Jelenc's popularity. "Hitler at first captured only 3 per cent of the vote. These totalitarian movements do not respect the rules of democracy."

Turnout was expected to be high throughout the republic. Election results are expected today.

Amid battles in Bosnia, General Aliy Abdul Razek, the commander of UN forces in Sarajevo, at the weekend declared the failure of their peacekeeping mission. He called on the international community to set a one-month deadline before intervening militarily to end the war in Bosnia, where Serbs have seized control of 70 per cent of the republic.

In Sarajevo, fighting intensified after Serb forces continued their onslaught on the Bosnian capital as they seized control of Otoc, a key western suburb.

Turnout likely to be low in Venezuela poll

By Joseph Mann in Caracas

VENEZUELANs, who have seen two military uprisings against their government this year, went to the polls yesterday in nationwide elections for state governors, mayors, city councils and parish councils.

But politicians are concerned that disaffection with Venezuela's democracy will translate into low voter turnout.

Only 10.39m Venezuelans, about half the country's population, are registered as voters. This would suggest that most do not believe that their ballots will change anything, despite

exhortations by the media and politicians to go out and vote.

Voter abstention nationwide stood at more than 64 per cent during the last state and local elections, in 1989, although voting is compulsory.

Even though most Venezuelans rejected a call by military rebels and leftist extremists to join a rebellion on November 27, most people still appear to have a low opinion of the country's democracy.

Moreover, doubts exist as to whether voters will continue to opt for the "establishment" parties, or back the left and independent candidates.

EUROPEAN FINANCE & INVESTMENT ITALY

The FT proposes to publish this survey on December 16 1992. The above survey will be distributed to 160 countries worldwide including Italy. In Europe 92% of the professional investment community regularly read the FT.* If you want to reach this important audience, please call (in Italy).

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FT SURVEYS

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US initiative welcomed by Somali warlords

Martin Wolf

welcomed arlords

At least six months ago, the British government established a committee to study the impact of the new European Union on the UK. The committee, headed by Lord Hailsham, is expected to report in the next few months. The government has been keen to establish a dialogue with the EU, and the committee's findings will be a key part of that process. The committee will look at the impact of the EU on the UK's economy, society, and environment. It will also consider the UK's role in the EU and the impact of the EU on the UK's international relations.

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ED KINGDOM

Country	Population	GDP	Unemployment	Inflation	Interest rate
Belgium	10.5	150	10.5	2.5	10.0
Denmark	5.3	180	3.5	1.5	8.0
Finland	5.1	120	15.0	2.0	10.0
France	59.0	250	7.5	3.0	7.0
Germany	61.0	280	5.5	2.0	8.0
Netherlands	15.5	160	4.5	1.5	6.0
Norway	4.5	100	3.5	1.5	8.0
Spain	39.0	100	15.0	3.0	10.0
Sweden	8.5	150	3.5	1.5	8.0
Switzerland	7.0	120	3.5	1.5	8.0
United Kingdom	57.0	200	7.5	3.0	10.0

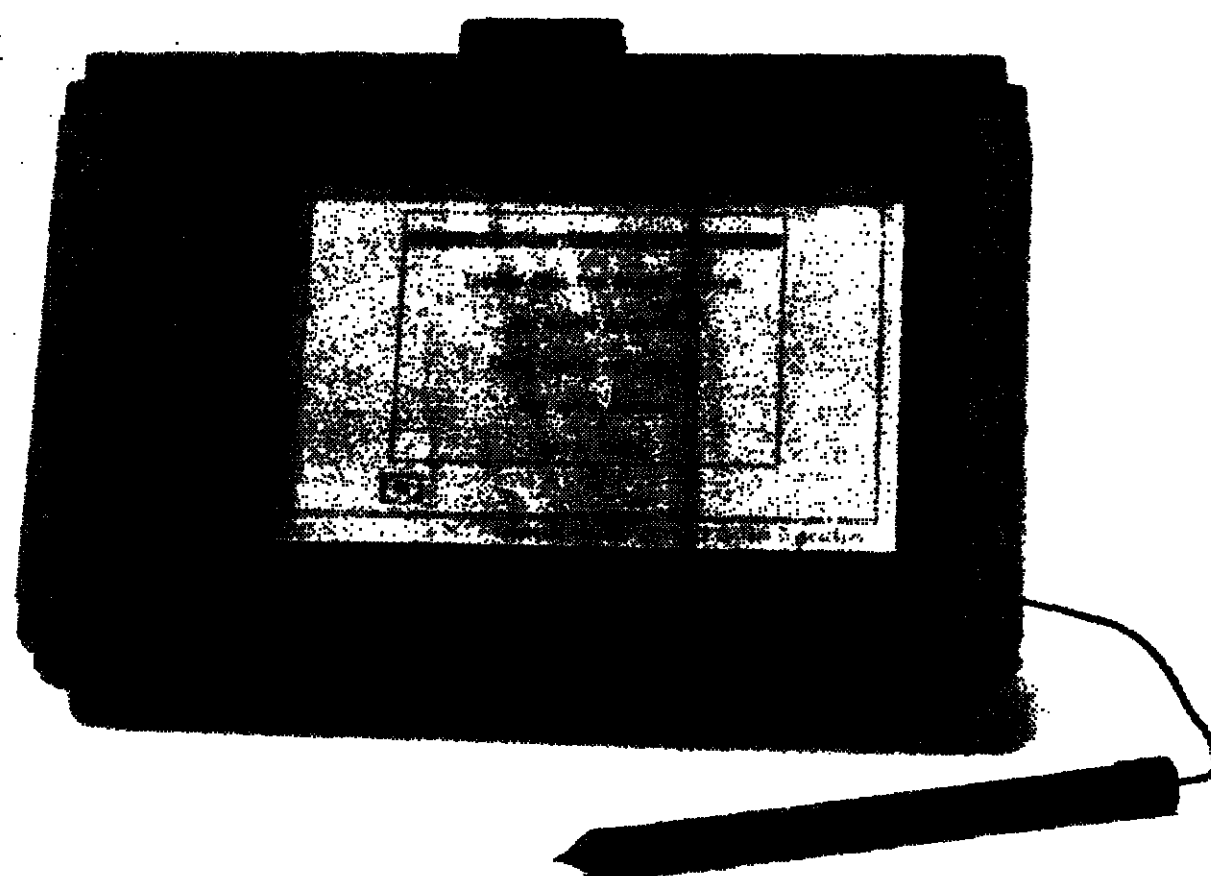
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NEWS: UK

European airport slot deal expected today

By Paul Betts,
Aerospace Correspondent

THE UK government is expected to reach a compromise agreement today with other EC countries on regulations to allocate scarce take-off and landing times or "slots" at congested European airports.

The proposals are expected to tighten the rule that an airline can lose a slot if it does not use it. An earlier plan to confiscate slots from dominant carriers at congested airports has been dropped.

The compromise is expected to provoke angry reactions from smaller independent carriers such as Virgin Atlantic Airways, which want additional slots at London Heathrow, Europe's biggest and most congested airport, to expand their operations.

Mr Richard Branson, Virgin chairman, said the slot proposals expected to be approved by EC transport ministers were "perhaps the most anti-competitive piece of legislation ever suggested for an industry which is still rife with anti-competitive practices".

UK officials argued the new proposals would give smaller airlines and new entrants in the market greater opportunities to secure slots at busy airports but acknowledged that the UK had been the only EC country to press for new slot regulations as part of the liberalisation of the European air transport market next year.

Without a compromise, there would have been little chance of securing an agreement with the other EC countries, the officials indicated.

Mr Branson said the tighter "use it or lose it" rules would have little effect because large flag carriers - national airlines - were likely to operate slots unprofitably, if necessary, to keep competitors out of the market.

He has complained to Mr John MacGregor, UK transport secretary, about the declaration that airlines will be entitled to hold on to the same slots they operated the previous year.

That, Mr Branson said, would legalise the controversial system whereby airlines have automatic rights to slots

they have historically held at an airport.

It would make it even harder for smaller independents such as Virgin to gain slots at busy airports to compete against the big flag carriers. In turn, it would undermine competition and keep fares high, he said.

UK officials insisted that the proposals would not give airlines ownership rights to slots but only entitle them to operate those slots for the duration of the compromise agreement, to be reviewed in three years.

Mr Branson is about to test the present slot allocation system in the UK by asking the Civil Aviation Authority to transfer two British Airways slots at Heathrow, where BA controls nearly 40 per cent of slots, to Virgin to enable that airline to start a daily service to San Francisco in competition with BA.

That is likely to lead to a new row between BA and Virgin. BA was furious last year when the CAA transferred BA slots to Virgin at Tokyo's Narita airport to enable the smaller carrier to increase its flights to the Japanese capital.

Protests over hunt for Clinton files in UK

By Ralph Atkins

THE HOME OFFICE faced protests from the Labour opposition party yesterday after it emerged that officials had checked the department's files during the US election to see if president-elect Mr Bill Clinton had applied for UK citizenship.

The report brought fresh allegations of the government's mixing party and official duties. It came as 10 Downing Street was forced to deny that Mr John Major had been snubbed by being refused a meeting later this month with Mr Clinton.

Officials in London and Washington denied reports of a rift between Mr Major and Mr Clinton. Last night Mr Clinton emphasised the importance of the "special relationship" between the UK and US.

Mr Tony Blair, shadow home secretary, has written to Mr Kenneth Clarke, home secretary, asking why officials searched to see if files had been kept on Mr Clinton when he was a student at Oxford University.

Labour MPs are likely to raise the issue in parliament today.

The Home Office said it does not comment on individual cases but, privately, officials said that during the US election there were many inquiries from journalists about whether Mr Clinton had applied for citizenship to avoid the draft. In order to forestall false stories, the department had looked to see if Mr Clinton's name appeared. It did not.

Two Conservative officials - Mr John Lacy and Mr Mark Fulbrook - helped in the campaign of Mr Clinton's rival, President George Bush. They were in Mr Major's election team in April and gave a seminar to the Bush campaign on how the prime minister overturned his opponent's opinion poll lead, largely by negative campaigning.

The main purpose of Mr Major's trip to the US, in two weeks, is for a US-EC summit. Downing Street said Mr Major hopes to meet Mr Clinton in the New Year.



An armed policeman in Upper Thames Street in the City of London yesterday watches as vehicles are stopped and searched

IRA threat prompts armed roadblocks by London police

By Bethan Hutton

ARMED OFFICERS from the City of London police have been conducting random road checks and the force has installed cameras on buildings around the City to monitor potential terrorist activity.

The City of London police are also calling on businesses to make sure external security cameras are functioning properly, as private security video recordings have proved to be a vital source of evidence on terrorist movements.

Elsewhere in London, Metropolitan Police staged armed roadblocks at the weekend in an attempt to detect terrorist movements and reassure the public.

Both London police forces say they are relying on increased public vigilance in the fight against the IRA's threatened Christmas bombing campaign.

The forces are working together but they have different views about the sensitive issue of armed officers and protection of the public. City firearms officers carry their weapons openly but their counterparts in the Met are under orders to keep them out of sight unless needed.

On Friday and Saturday night up to 45 armed police, dog handlers and traffic officers stopped and searched more than 80 vehicles, mostly vans, at roadblocks in loca-

tions around the east end of London, where police believe an IRA cell is based.

No weapons, explosives or terrorist suspects were found in the operation but similar operations are likely in future. The legal powers to conduct random checks have existed for some time, but have not been used in London before.

The new tactic was deployed in response to the IRA's recent bombing campaign using vans packed with large amounts of explosive parked outside buildings or near road junctions.

The Lord Mayor of London, Mr Francis McWilliams, has written to the prime minister saying that the "serious problems" between insurers and the government over cover for commercial property damaged by terrorists must be resolved urgently before it affects foreign investment and London's commercial property.

The Association of British Insurers, which has recommended its members to exclude terrorist damage from new commercial policies, said on Friday that some insurers were considering cancelling existing policies on 30 days notice, rather than waiting for them to expire.

Insurance industry bodies are asking the government to extend to the mainland the compensation scheme used in Northern Ireland, or to underwrite some of the cost of providing cover against terrorism.

Companies face VAT chaos

By Andrew Jack

BRITISH BUSINESSES face the prospect of administrative chaos in complying with customs and VAT regulations after the single European market comes into force on January 1.

Many companies say they are worried by questions about detailed procedures, which customs officials across the EC have yet to resolve.

"The whole thing is frankly a total imposition," said Mr Ken Solomon, the accountant for Wilson & Kyle, a small supplier of fuel injection equipment based in Brentford, south-west London.

Wilson & Kyle is one of 30,000 British companies with trade of at least £135,000 a year with other EC states. As a result, it must file a new statistical form called Intrastat

within 10 working days from the end of each month - on pain of criminal penalties.

Yet the company has not yet received from Customs the directory of commodity codes required to complete the form. It said it has experienced ignorance, conflicting information and inaccurate advice on preparations for the single European market among trade associations and consulting groups.

Many suppliers had no idea what changes were required. Executives at Unisys, a large US-owned computer company, appear somewhat better prepared.

Mr Bob Marshall, director of operations for distribution in Europe and Africa, has been reassuring staff about the changes. However, in private, he is less sanguine. "We are quietly comfortable that we will be ahead of the game," he said. "But if only we knew

what the rules were." He is particularly concerned that Customs authorities in some other EC states - notably Spain, Italy and Portugal - still have not issued details of procedures.

Unisys must comply with widely differing requirements. In the UK the Intrastat returns can be supplied electronically, but the Danes are insisting on lengthy and cumbersome paper documents.

Mr Athol Cowley, controller of the tariff and statistical office at Customs, Southend, who is co-ordinating Intrastat, said: "We are relatively happy with the way things are going. My feeling is that we will achieve a pretty high state of readiness."

Mr Solomon of Wilson & Kyle is unconvinced. "It'll be a terrible shambles in January everywhere," he said.

Industry attacks EC data directive

By Alan Cane

A BRUSSELS-inspired measure to ease the flow of information across national boundaries by harmonising national data protection laws will cost UK businesses millions of pounds, the Confederation of British Industry warned today.

The employers' organisation said the measure, a directive working through the European Commission's labyrinthine machinery, demanded unnecessarily high levels of protection.

Ms Judith Vincent, head of the CBI law department, said the proposed regulations too detailed: "It will cost firms millions of pounds in gearing up to comply with the law and in on-going compliance costs. Cost will arise from increased staffing and record keeping and greater computer capacity needed to comply with the proposed regime."

She said the directive had implications for all companies' customer, personnel and other records containing personal

data. It would particularly affect telecommunications, banking, insurance and travel companies. It could, for example, make it unlawful for a bank to send customers details of a new service without first obtaining the customers' permission.

The proposed directive has been a source of controversy since its introduction in September 1990.

It was prompted by concerns about the ease with which information held on computers

can be manipulated and transmitted. But charities, direct marketing companies, airlines and banks were among the industries which successfully lobbied members of the European parliament into submitting more than 150 amendments when the directive had its first reading in the European parliament last February. The Commission hopes member countries will approve the directive next year to that it can be implemented from July 1, 1994.

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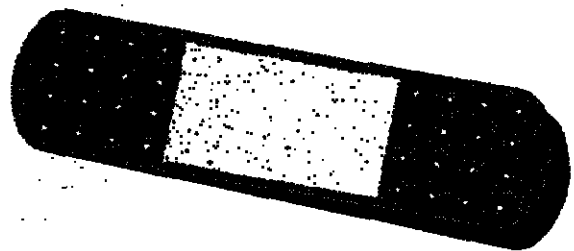
Threat prompts roadblocks London police

A threat to the security of London has prompted police to set up roadblocks in the city. The threat is believed to be a terrorist attack on the city's financial district. Police are currently conducting a search for suspects and are also monitoring the city's security. The roadblocks are being set up in the city's financial district, which is a major centre of business and finance. The roadblocks are being set up in the city's financial district, which is a major centre of business and finance. The roadblocks are being set up in the city's financial district, which is a major centre of business and finance.

ata directive

The manipulated data directive is a new regulation that will affect the way in which data is handled. The directive is designed to protect the privacy of individuals and to ensure that data is used in a responsible manner. The directive is being implemented by the government and will come into effect in the near future. The directive is being implemented by the government and will come into effect in the near future.

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YMPUS

Economic trends in Israel and the Palestinian areas; Russians' impact — Page 2

FINANCIAL TIMES SURVEY

ISRAEL

Monday December 7 1992

Tourism revives; industry, privatisation and banking; a chocolate story — Page 4

After decades of war, Israel feels that events are moving its way on the diplomatic and economic fronts. **Hugh Carnegie describes the mood in the Jewish State as it tackles mass immigration and holds peace talks with its Arab neighbours**

Stirrings of optimism

IN ISRAEL, which has been in a constant state of conflict throughout its four decades as a state, the years have taught the wisdom of placing prudence before optimism.

But as 1992 draws to a close, there are many Israelis who dare to imagine that this has been a watershed year, when the country at last embarked on a path of peace with its Arab neighbours and moved towards well-founded prosperity.

This powerful and enticing vision is by no means assured, nor universally shared: the Washington-based Middle East negotiations not only carry no guarantee of success, they are opposed by Israel's vocal right-wing as containing the seeds of a dangerous sell-out.

A surge in export-oriented growth this year is just a fragile beginning in the daunting task of economic reform required if the country is to absorb successfully hundreds of thousands of immigrants from the former Soviet Union who have arrived since 1989.

But it is the belief that the Jewish state stands on the threshold of opportunities unprecedented since its violent inception in 1948 that drives the government of Mr Yitzhak Rabin, the prime minister who led his Labour party to a landmark election victory in June.

The election produced a political sea-change. Mr Rabin,

the army chief of staff during the 1967 Six Day War, succeeded where Labour had hitherto failed since its chief opponent, the hardline Likud party, first came to power in 1977. He persuaded Israelis to vote for a party committed to withdraw from Arab territories captured in 1967 in exchange for peace.

The Likud, under former Prime Minister Yitzhak Shamir, and its far-right allies argue that there was no great popular swing away from the commitment never to yield the West Bank, Gaza Strip and the Golan Heights. Indeed, Labour was carried to victory largely by the votes of Israeli Arab citizens and big support from the new immigrants who above all blamed the outgoing government for their harsh economic predicament.

Nevertheless, it also appeared that many Israelis no longer believed in the Likud's uncompromising stance in an era when the pro-Arab influence of the Soviet Union had disappeared and many Arab countries had, in effect, taken the same side as Israel in the 1991 Gulf conflict with Iraq.

Likud's representation was slashed from 40 to 33 members of the Knesset. Labour won 44 seats and was able to build a coalition with the left-liberal Meretz alliance and the ultra-orthodox Shas religious party that excluded Likud for the first time in 15 years.

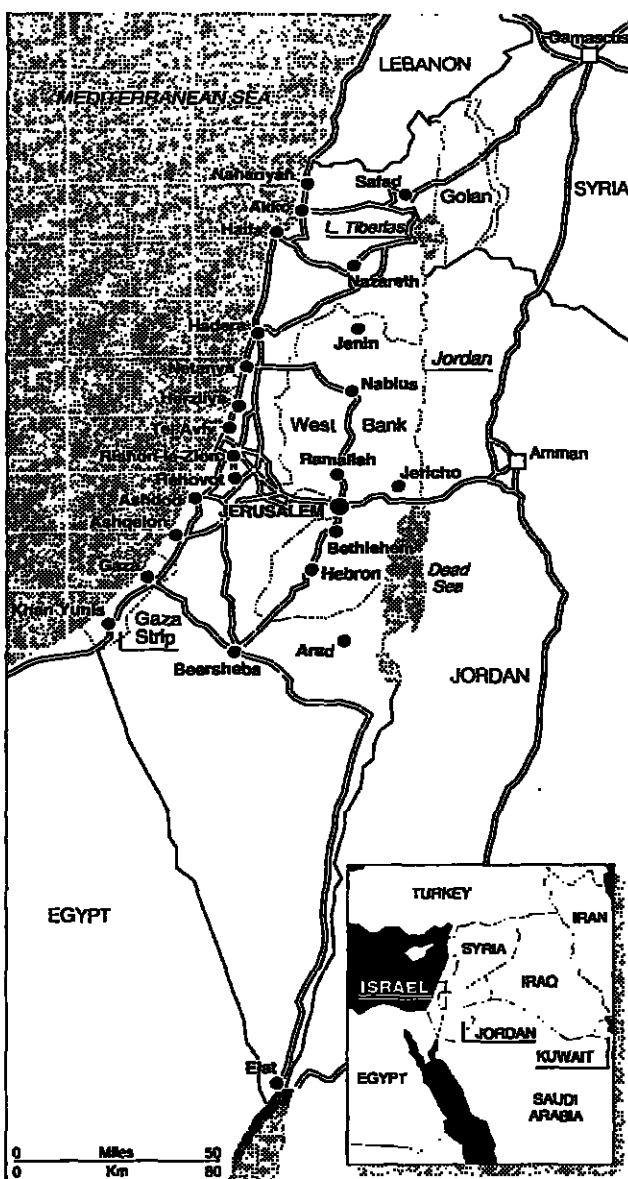
In his inaugural address to the Knesset, Mr Rabin made it clear he intended to pursue a very different path from the siege mentality that characterised Mr Shamir's leadership. "We must overcome the sense of isolation that has held us in its thrall for almost half a century," he said. "We must join the international movement towards peace, reconciliation and cooperation that is spreading across the entire globe these days — lest we be the last to remain, all alone, in the station."

His priority was to breathe new life into the Middle East peace talks launched in October 1991 in Madrid, based on his government's acceptance of the "land for peace" formula contained in UN resolution 242 and demanded by the Arabs as the foundation of any settlement.

Five months later, the process has not moved on much. The eighth official round since Madrid of the core bilateral talks with Syria, Jordan, Lebanon and the Palestinians is due to start today, but significant progress looks unlikely at least until the new Clinton Administration is in place.

Talks with the Palestinians are bogged down in disputes over the scope of power Israel will hand over to a Palestinian authority in the West Bank and Gaza during an interim stage of self rule preceding negotiations on a final settlement over the territories. Mr Rabin has offered Syria a partial withdrawal from the Golan Heights, but Syria has balked at signing even a joint agenda for further talks without clear Israeli commitments to a full withdrawal.

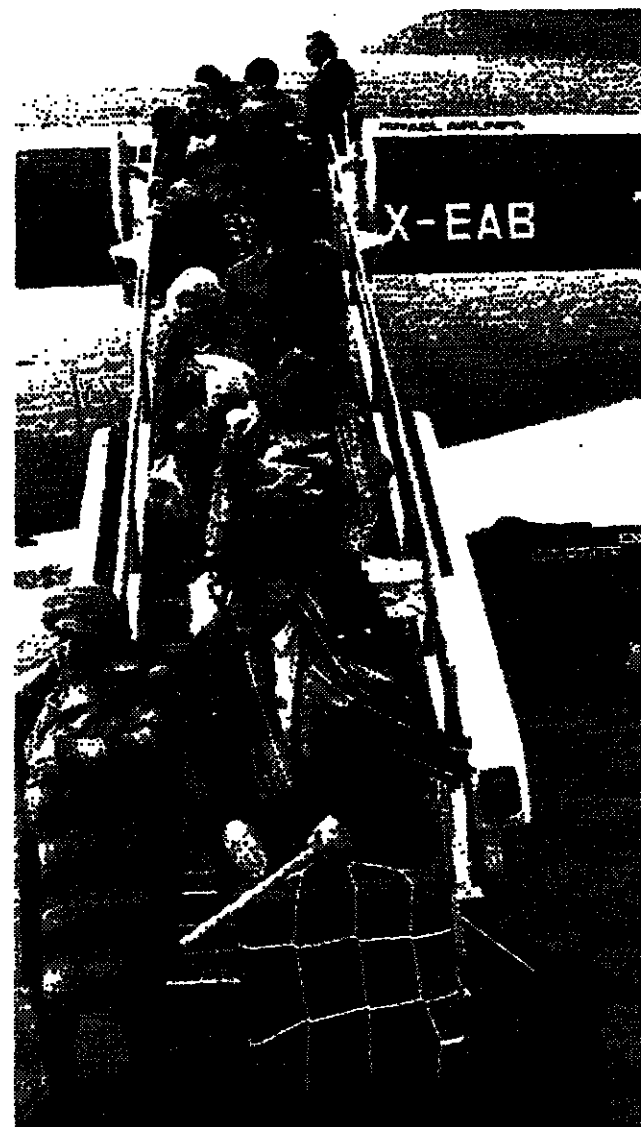
The disputes with Jordan and Lebanon appear more susceptible to quick agreement, but are dependent on progress respectively with the Palestinians and Syria. Meanwhile, in Israel, Lebanon and the occupied territories, radical Arab groups hostile to the talks have stepped up acts of violence aimed at upsetting the process: right-wing Israeli groups, including Jewish settlers in the occupied territories, are also mobilising their opposition. Mr Rabin has



warned that the opportunity for peace must be seized within the next two or three years or may lapse, to be replaced by the risk of non-conventional war in the region. But he is not yet pessimistic. "I believe that we are on a path of no return. The reality of the international situation, the genuine need of nations and countries, is to arrive at a resolution of the dispute," he said last month.

The perception that peace is possible has had an important bearing on the other priority of the government — the economy. The advent of 450,000 immigrants since 1989 — a 10 per cent leap in the population — and their continued arrival at a pace of some 70,000 a year has put a huge onus on the economy to produce rapid and sustained growth.

This year, the growing anticipation of political stability has



Lifeline of an expanding economy: the first view of Israel for some of the 450,000 Jewish refugees who have arrived from the Soviet bloc

stirred the interest of both domestic and foreign investors. The Tel Aviv Stock Exchange has boomed. Tourism is at record levels. The business sector has grown by around seven per cent — with exports rising by 14 per cent. Real GDP growth will be around six per cent, giving per capita growth of up to three per cent. Inflation is nearing single figures for the first time since Israel was plagued by three-digit

inflation in the early 1980s. But unemployment, at around 11 per cent of the workforce, is also at record levels. It has resulted in a slowdown in immigration rates which has undoubtedly given the economy some valuable breathing space to adjust to the inflow. But if Israel is to fulfil its most fundamental Zionist commitment — to attract as many immigrants as possible — it must produce rapid growth

over a prolonged period. This has been achieved before, in the 1960s, when Israel's per capita income was similar to Japan's. Since then, however, the Israeli economy has largely stagnated. Despite huge injections of US aid, currently running at \$3bn a year, Israeli GDP per capita of around \$10,000 a year has been overtaken by countries such as Hong Kong and Singapore. Mr Rabin's government has committed itself to dismantle much of Israel's traditional state control over the economy to re-inject growth. It says it will conduct a wide programme of privatisation and liberalisation, will invest heavily in infrastructure while keeping a tight rein on public spending. It is looking to extend Israel's 1975 free trade agreement with the EC to cement links with what has become the country's main trading partner.

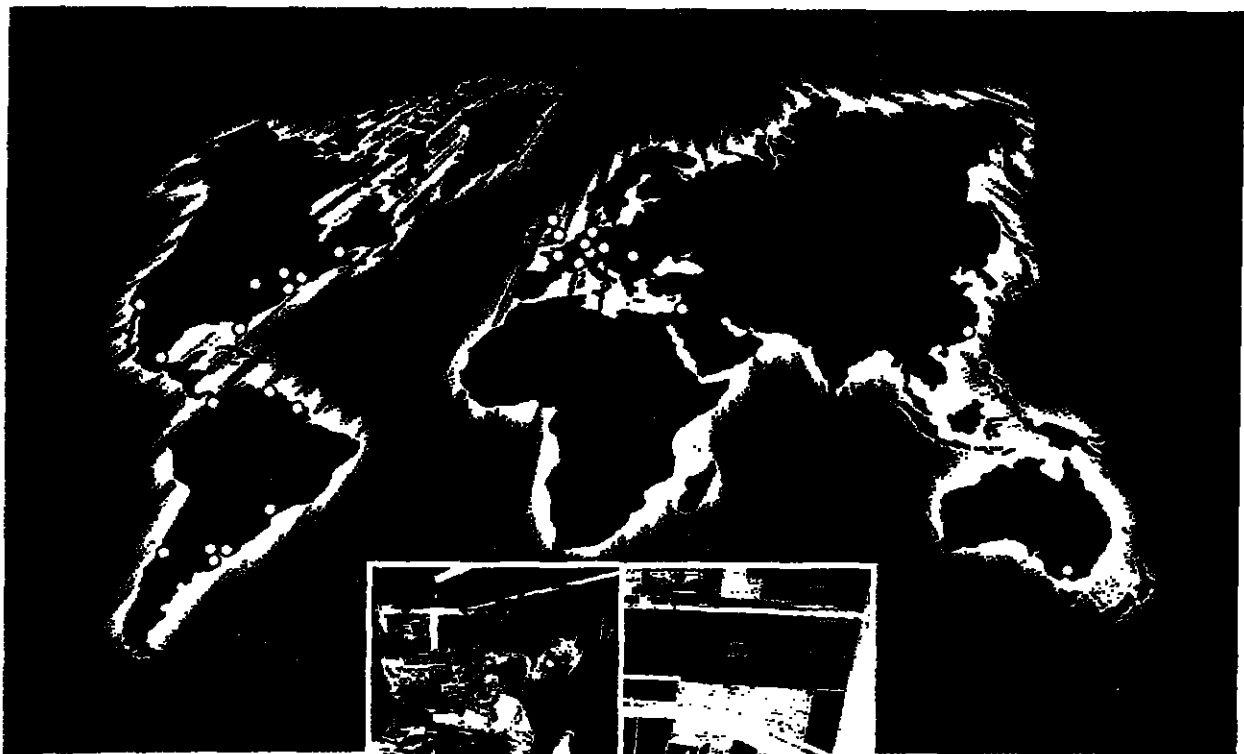
There remains considerable scepticism over whether the government will live up to its own rhetoric on reform, particularly given Labour's historical role in building the state edifice and its continued close links with the powerful Histadrut trade union federation. While the privatisation programme has yet to see the government shed control of a major company, last month two new government companies were founded to build a highway and to administer the bank debts of the moshavim collective farms.

Nevertheless Mr Jacob Frankel, the governor of the Bank of Israel, says he believes the peace process is moving in the right direction. He says the peace process could give its efforts an immeasurable boost by encouraging investment and opening up new trade opportunities. "If indeed peace breaks out we can envisage a dam cracking and things happening in a big way."

In both political and economic terms, therefore, a great deal is riding on a successful outcome to the peace negotiations. That in itself gives Mr Rabin more incentive to push them forward. If he succeeds, 1992 will indeed be a turning point in Israel's history.

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ISRAEL 2

Economy is reinforced by mass immigration

Three fat years

GIVEN the recessionary gloom in Western Europe and the US, there is understandable satisfaction in Israel that the country will show real growth this year of some six per cent, the third year running the economy has expanded by more than five per cent, writes HUGH CARNEGIE.

The engine of this growth has been mass immigration from the former Soviet Union which has since late 1989 totalled some 450,000 - increasing the population by no less than 10 per cent.

This huge inflow has at once posed great problems and offered great opportunities for the economy. The newcomers have pushed up unemployment to record levels at more than 11 per cent of the workforce. But the highly-educated immigrants are seen as a precious resource for generating a period of sustained, export-oriented growth the like of which Israel has failed to achieve since the early 1970s.

This year, a sense of optimism that this can be achieved has been augmented by the prospect of regional stability held out by the Middle East peace negotiations, and the advent of the Labour-led government which promises growth-oriented policies.

There remain nonetheless big question marks. Successive Israeli governments have for the best part of a decade promised to reform the heavily state-dominated and aid-dependent economy but have largely failed to deliver.

For the moment, however, some important indicators are pointing in the right direction. Unlike 1991, when per capita growth was zero, real GDP growth per capita will grow by up to three per cent. Inflation has tumbled from 18 per cent last year and may be in single figures for the whole of 1992 for the first time in years. It is expected to stabilise at around nine per cent in 1993. Exports, which fell in 1991, have grown by an encouraging 14 per cent.

A government-fuelled construction boom accounted for as much as 50 per cent of growth both in 1991 and in 1992. This has now peaked, reined in partly by the new government, and will result in lower growth rates in 1993, with business sector growth forecast in the 1993 budget at four per cent after seven per cent this year.

But, assuming immigration remains steady at around 100,000 a year, the government

expects this to surge significantly again in the subsequent two years. It forecasts that exports will rise by more than eight per cent for each of the next three years.

During that time, the state will spend \$8bn on infrastructural programmes. Unemployment is seen falling to nine per cent by 1993. This year, the growth in jobs in the economy slowed despite the growth in output. This worries many in the government. "Some ministers want me to pay to create more jobs artificially," says Mr Avraham Shochat, the finance minister. "But we would have to carry the burden of this on our backs for years. It would prevent real growth in the economy."

Instead, the intention is to bring down the budget deficit from 3.2 per cent of GDP next year to close to zero in 1995. The expanded foreign borrowing programme built into the government's planning is underpinned by \$10bn in US

loan guarantees spread over five years approved by Washington this autumn.

Optimism is reflected in a dizzying bull run on the Tel Aviv Stock Exchange (TASE) and growing signs of interest by foreign investors. The TASE equity index is up 65 per cent this year, and has been rising since 1990. A flurry of new issues has taken the capitalisation of the equity market, at \$28bn, ahead of the traditionally dominant government bond market for the first time.

In September, the First Israel Fund aimed at foreign investors was launched by four US investment houses. Others are set to follow. "Suddenly foreign brokerage and investment houses have discovered Israel," says Mr David Friedman, chief executive of Bank Leumi.

"They are attracted by the performance of the TASE and industry, the expectations surrounding the peace process, the change of government and the approval of the US guar-

tees." There are, however, still plenty of factors at play which fuel the fears of the sceptics.

The country still relies heavily on unilateral transfers of funds. These totalled more than \$8bn in 1991 - the majority made up of US military and economic grant aid - or a whopping 10 per cent of GDP. Without them, a current account balance of payments deficit of \$850m would have been of unmanageable proportions.

With the deficit set to grow as investment rises, Israel will be extremely vulnerable to any cuts in US foreign aid programmes under the Clinton administration.

On the other hand, despite the recent increase in foreign investor interest, the uncomfortable fact is that total net foreign investment has been negative in three of the last four years - to the tune of \$460m in 1991.

More than two thirds of economic activity in Israel is still

accounted for by the public sector, government-owned companies or government-controlled institutions, a far higher proportion than, for example, in Israel's main European trading partners. The export-oriented private sector is relatively small.

"That part of the economy works - but it is the only part of the economy that works," says Mr Alvin Rabushka, an economist from California's Stanford University who is a harsh critic of Israel's economic structure.

The government has enacted significant reforms in the capital markets and begun a privatisation programme. But many doubt the Labour government's ability to achieve such reforms.

The defence industries offer only one example of several areas which require expensive and difficult reform - but which are bastions of the Histadrut trade union federation, to which Labour is affiliated.

Mr Jacob Frankel, the Governor of the Bank of Israel, is one of those who believes the Israeli economy is "well positioned to take off". But, as he also stresses, there is a very long way to go.

Diplomats see opportunities - and new perils

In unknown territory

THE new world order of the 1990s tempts Israeli diplomacy with unprecedented opportunities. The accompanying disorder haunts it with unprecedented dangers.

The good news for Israel is that its Arab neighbours can no longer rely on the Soviet Union to back them in international forums, to supply them with advanced weapons or to bail them out if they overbid their hand. They have little choice but to ingratiate themselves with the US.

Operation Desert Storm cut President Saddam Hussein of Iraq's army, the most powerful in the Arab world, down to size and divided Israel's potential enemies. The danger of unconventional Iraqi attack, or of a coordinated eastern front, has receded.

For the first time since the 1948 war over Israel's foundation as a state, all the parties directly involved in the Arab-Israeli conflict are negotiating. And since the June elections, Israel has a government which has staked its political capital on making peace, unlike its predecessor under Mr Yitzhak Shamir which appeared interested in the process largely as an exercise in public relations.

The bad news from Israel's perspective is that the collapse of central control in the former Soviet Union has threatened an international supermarket in nuclear know-how and materials. The taboo of non-proliferation is eroding and other suppliers - China and India among them - are joining the rush. Israel's most dedicated foe, the Islamic regime in Iran, has the money and the motivation to buy into the nuclear family and break Israel's regional nuclear monopoly.

At the same time, the end of the Cold War has reduced mainstream demand for sophisticated weapons and the recession has made it very difficult for American and other Western producers to turn away Arab business. If the choice is between thousands of aero-

space jobs in St Louis, Missouri, and upsetting the Middle East balance, the jobs tend to win.

The peace process itself has stimulated hardliners on both sides. Islamic fundamentalists and Palestinian rejectionists have stepped up attacks, with everything from knives and molotov cocktails to sub-machine guns and car bombs both within Israel and in the occupied territories. The Shi'ite Hizbollah, inspired actively by Iran and passively by Syria, is harassing Israel and its proxy militia in southern Lebanon and, occasionally, in Israel itself.

On the Israeli side, the Jewish settlers in the West Bank and Gaza Strip have seized on the government's readiness for

at least partial withdrawal on the Golan Heights to revive their campaign against territorial compromise on any front. And the most extreme are more disposed to take the law into their own hands.

Mr Yitzhak Rabin, the Prime Minister, will not be put off easily. "I believe that we are on a path of no return," he told a Tel Aviv University audience in mid-November. He remained confident that peace would be reached, even if it took another year or two.

"The reality of the international situation, the regional situation, the genuine need of nations and countries, is to arrive at a resolution of the dispute," he argued. "Therefore, even if my position was not received enthusiastically, certainly not in regard to the Golan Heights, I am convinced that we must continue on our way."

"We must distinguish between dealing with terror and continuing, even as we grit our teeth, with the negotia-

tion, and not giving those who wish to sabotage the peace process by means of terror the pleasure of stopping the negotiations."

On a broader canvass, Mr Yossi Beilin, the deputy foreign minister, defined the object of Israeli diplomacy as "to use the new situation in order to become a more welcome member of the international club".

The peace process has already yielded dividends. Israel now has diplomatic relations with 120 countries, the highest number in its 44 year history. Before the 1967 war, the figure was 96. After the 1973 Yom Kippur war, it fell to a low of 62.

Mr Beilin mapped Israel's course closer integration with the European Community, a constructive role in the rebuilding of the former Soviet republics; cooperation with the new US administration; a concerted international effort to restrict the transfer of nuclear capability, which he described as a "cloud hanging over us all the time".

Although the team surrounding President-elect Bill Clinton are not exactly strangers in Jerusalem, Israel is bracing for a change of emphasis on the part of its staunchest ally and most generous benefactor. Mr Benjamin Netanyahu, the former deputy foreign minister and current frontrunner to succeed Mr Shamir as leader of the opposition Likud party, has warned his countrymen to prepare for a sharp drop in US aid, now running at \$3bn a year, as the focus in the US shifts to the domestic agenda.

Washington is expected nonetheless to continue working for Middle East peace, if only because the stability of a region which supplies such a large proportion of its energy needs is essential for Western economic recovery. As Mr Beilin put it: "They understand the linkage between home and foreign policy."

Eric Silver

Arabs seek economic powers

Area of conflict

IF NEGOTIATORS at the Middle East peace talks in Washington are to succeed, they will have to include the resolution of an economic conflict which is not much less fraught than the political one.

Along with the other levers of power, Israel's military administration in the West Bank and Gaza Strip has, since the occupation began in June 1967, exercised what Mr Bisham Awaranti, a prominent Palestinian economist, has described as "the complete usurpation of control on all facets of economic life in both territories".

It is true that the early years of the occupation saw a dramatic rise in per capita income and living standards in both the West Bank and Gaza. These two former backwaters of the Jordanian and Egyptian economies had suddenly been exposed to a developed Israel.

Mainly due to the availability of work in Israel which West Bankers and Gazans had previously not had access to, the two areas grew in prosperity. However, tight Israeli restrictions on indigenous economic development within the territories, for reasons ranging

from security policy to suppression of potential competition for Israeli producers, have left them economically fragile.

In recent years, this has been exacerbated by the Palestinian uprising, or intifada, against Israeli rule which erupted in late 1987, and subsequently the 1990-91 crisis over Iraq's invasion of Kuwait. The protest strikes and disruptions of the intifada have damaged many Palestinian businesses; the Gulf crisis hit exports and cut remittances.

The West Bank and Gaza have a combined population of some 2m people, compared with Israel's 5m. But the territories' combined GNP is estimated at around only \$2bn compared with more than \$50bn for Israel. Some 40 per cent of Palestinian GNP is accounted for by employment in Israel, mainly in the construction sector.

Services, including tourism,

construction and agriculture, make up the bulk of domestic production in the West Bank and Gaza. According to figures compiled in a recent report by the American Academy of Arts and Sciences, industry comprises only 7.7 per cent of GDP in the West Bank and 13.7 per cent in Gaza. The mainstays are clothing, shoes, pharmaceuticals, furniture and other light industries. Many businesses subcontract on behalf of Israeli companies: only 30 companies are thought to employ more than 50 people.

Palestinians complain that the military administration has consistently blocked the issue of manufacturing licences; barred the export of agricultural products to Israel; limited exports to third countries; expropriated and limited land use. Two other sources of complaint are the military's punitive tax collection and restrictive water allocations.

The American Academy report says 83 per cent of West Bank ground water is used by Israel or Israeli settlers.

In the peace negotiations, the Palestinians are seeking to win control over these tools of economic management. While water and land are especially sensitive, Israel has signalled its willingness to help in the economic development of the territories. It sees benefits for both sides in the growth of the Palestinian economy and wants to reduce its dependence on cheap Arab labour.

Aid from the EC and the US to the West Bank and Gaza amounts to more than \$25m a year and much more is anticipated if there is a political settlement. However, there are no significant banking or credit institutions in the West Bank and Gaza to provide a flow of investment capital. Access to Israeli and Jordanian markets and ports would also be vital.

Hugh Carnegie

TWO and a half years after the beginning of mass immigration from the former Soviet Union, many of the 450,000 newcomers still feel lost and hopeless in their struggle for full and successful absorption into Israeli life, writes EFRAT SHVILY.

As a group, however, the immigrants have quickly made a big impact on society and politics. Most striking was their significant contribution to the change of government in the June 1992 elections.

The big immigrant vote for the Labour party is commonly explained by economic hardship and high unemployment which the newcomers associated with the Likud government and which is the biggest obstacle to smooth integration into society of a group that is now Israel's largest ethnic community.

In June 1992 immigrants were a quarter of 196,000 unemployed Israelis. Absorption Ministry data show that among 150,000 immigrant breadwinners, only 70,000 are employed, two thirds of them not in their professions and often in minimum-wage jobs. Another 30,000 are still enrolled in Hebrew schools or undergoing vocational training.

Fears two years ago of an ethnic-social "explosion" between newcomers and

RUSSIAN JEWS

The pains of adjustment

Israelis over competition for jobs have not been fulfilled. The two groups found themselves "sailing in the same boat of hardship and unemployment," says Moshe Lisak, sociology professor at the Hebrew University of Jerusalem. But lack of work is a key grievance of immigrants.

Marina and Yuri, both in their mid-30s, immigrated to Israel from Georgia two years ago. They live in one of Haifa's suburbs and are unemployed now. For several months they worked not in their professions - Marina, a lawyer, worked as a supermarket cashier and Yuri, a car electrician, worked as a plumber. But pay was too low to keep them in unsatisfactory jobs.

Marina, who is currently enrolled in a lawyers' training course, says she has no hope of finding work in her profession even after she graduates. "There are no

jobs out there. I am taking this course for the lack of anything better to do," she says. She believes, however, that "things are tougher in Russia and in Georgia" and is content to be out. But the Absorption Ministry says 4,450 Soviet immigrants have left Israel since the beginning of 1991.

Marina speaks good Hebrew but she has no Israeli friends and she does not feel "Israeli". Professor Lisak says that despite "adaptation" attempts on the part of Israelis, Soviet immigrants failed to become part of Israeli social networks and remain closed inside their own circles.

Interestingly, integration is often more evident in the peripheral development town communities than it is in the main cities. The immigrants find it easier to mingle in small centres despite the fact that in these places they are often breaking the ethnic homogeneity of Sephardi Jews who themselves were mass immigrants two generations ago.

The problems of absorption, particularly unemployment, led this year to a sharp drop in arrivals from former Soviet territories to 70,000 from 175,000 in 1991. This slower pace of immigration may have the effect of easing the pressure on Israeli society of integrating newcomers.

POLITICS

Likud seeks a young leader

Mr Netanyahu confirmed his position as early favourite on November 15 by persuading the 3,000-member Likud central committee to adopt a system of primaries for choosing a leader who would command them through the present parliament to the next elections, due in 1996.

The committee overwhelmingly rejected Mr Begin's alternative proposal, which would have left a decision about the candidate for prime minister to a later stage. His father's memory is a dwindling asset. The younger Begin, an earnest ecologist with an American PhD, appeared excitedly in Likud's television commercials last spring, but he lacked his father's showmanship and passion. The party managers gambled on the name and the name was not enough.

The elections left Likud politicians weary and dejected, a party with a lame duck leader, a ramshackle machine and

debts of \$50m. Only Mr Netanyahu, who introduced the 10-second sound-bite to Israeli diplomacy, first as ambassador to the United Nations, then as deputy foreign minister, seemed ready for another battle.

His rivals accuse him of importing American techniques - and American money in the form of donations from US Jewish supporters - into the contest. But they have failed to brand him outsider.

He presses the flesh. His secretary owes more to Hebrew football commentators than to the Massachusetts Institute of Technology (his alma mater). He is rapidly making good his lack of a power base within the party by recruiting new members to Likud - about 25,000 since June.

Mr Netanyahu's critics complain that they don't know what he stands for. What he has vowed so far is that he favours electoral reform and a market economy of Thatcherite rigour. He wants to hold on to all the occupied territories. He does not trust the Arabs.

That may suffice to win the Likud leadership in the March primaries. But unless Mr Rabin disappoints those who voted for a change of national priorities, it may not be enough to make Mr Netanyahu prime minister in 1996.

Profile: Elron

An electronics success story

and Optrotech, four of the growing number of Israeli high-tech companies quoted on US stock markets which, Mr Galil points out, have recently spectacularly outperformed the main market indices.

Not that all has been plain sailing in the group. Both Fibronics, a pioneer in fibre-optic networking, and Optrotech, which services printed circuit board production, have fallen into the red in the last 18 months. They dragged down net group profits to \$6m in the first half of 1992, from \$13.5m in first half 1991.

But Elbit, which makes defence electronics, and Elscint, which makes advanced medical diagnostic equipment, have per-

formed strongly to allow Elron to support the weaker companies to get back on track. Elbit has taken over Elscint to diversify out of the weakening defence sector. But Mr Galil says companies like Elbit can still make money in the defence market by concentrating on enhancing efficiency for clients looking to cut costs.

Niche markets are what Israeli electronics companies have traditionally exploited successfully to make the sector account for about 30 per cent of the country's industrial exports, employing more than 30,000 people. Now the flow of immigrants from the former Soviet Union and heavy layoffs in the heavy and of the local military industries have increased the pressure on the electronics industry to expand.

Uzi Galil says this requires a dramatic shift in attitude, looking to produce components for mass consumer products. "The next step is to start from the market, not from the technology we have. We have to assume we have the technology and look for the markets that we could supply."

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ISRAEL 4

Tourists rediscover the Holy Land

Sun worship

ISRAEL'S tourism industry is set to break records in 1992. Mr Uzi Baram, the tourism minister, reckons the number of visitors to Israel and the occupied territories will reach 1.65m by the end of the year, outstripping the previous best performance of 1.52m in 1987.

The slump caused in 1990 and 1991 by the Gulf crisis and the subsequent war has been quickly left behind. The depressed effect of the Palestinian intifada, or uprising, in the occupied territories which was felt in 1988 and 1989 has also largely evaporated.

Instead, officials, hoteliers and tour operators alike say the establishment of Middle East peace talks, giving some hope of a settlement of the Arab-Israeli conflict, has been an important factor in encouraging tourists and investors to come to the Holy Land.

"Every tourist and investor is taking a risk when coming to Israel," says Mr Baram. "If the perception of the political situation is positive, if we are pushing the peace process ahead, in cooperation with the US and Europe, then people are more enthusiastic to come. And we have all the attributes to

attract more people." Indeed, the story of Israeli tourism is one of great potential thwarted by political instability. Even this year's record looks meagre when set against the extraordinary combination of holy shrines, archaeological sites, scenery, climate and warm seas that Israel and the occupied lands can offer. Israel lags far behind Greece, for example, in the number of tourists it attracts each year.

Mr Baram and his officials are aiming to raise the annual total number of visitors to 2.5m over the next five years. They believe ultimately, the "optimal" figure the country could handle without excessive overcrowding is 4m-5m. "Our priority is still quantity, not quality," says a senior official at the ministry. "The importance to the overall economy is hard to overestimate. Already

the sector employs directly 50,000 people. The \$2bn that tourism earns Israel annually is equivalent to about one sixth of industrial exports. This year, it will amount to about twice the current account deficit on the balance of payments. As the deficit rises while Israel steps up investment to cope with mass immigration, the importance of tourism earnings will be greater than ever.

The government is therefore channeling considerable investment into tourism, targeted mainly at three chief locations: Jerusalem, the Dead Sea and Eilat on the Red Sea.

Over the next three years, it will spend some \$1.25bn on grants to new projects, including those by foreign companies, with up to 30 per cent available of the cost of an investment. An additional similar sum will be spent

directly on infrastructural and other facilities.

The core of tourism to Israel and the occupied territories has been Jews and Christians from the US and western Europe. Israel is looking to the Christian markets in the southern states of the US and the Far East for expansion.

The experienced and remarkably resilient Palestinian operators, strong in the Christian pilgrimage business, are fighting to expand their market share. Both look longingly at the prospect of Moslem pilgrims who have largely been absent since Israel won all of Jerusalem in the 1967 Six Day War.

This year has shown how even the prospect of peace can produce a surge in numbers. The benefits of open borders that a peace settlement would yield would be great. By the same token, however, an enormous amount is riding on the success of the peace process. Any breakdown of the talks and resort to violence in the area would send the numbers tumbling downwards once more.

Hugh Carnegie

Hugh Carnegie on the government and the banks

Trying to withdraw

THE big issue for 1993 facing four of the five banks which dominate Israel's financial sector is not so much how they will perform, but what will become of their ownership.

If the government sticks to its target, it will in the coming year move decisively at last to resolve the question of how to divest the state of the majority shareholdings it has in the four biggest banks - Bank Hapoalim, Bank Leumi, Israel Discount Bank and Bank Mizrahi. (The fifth-largest, First International Bank of Israel, is privately owned.)

The state took on the bank stock at the cost of some \$7bn after a share collapse in 1983. A preferential share system left control in the hands of the original owners. But under agreements with all four banks, the government-held shares will have full voting rights when they are sold back to the private sector.

In theory there is a deadline of October 1993. Under the terms of the government rescue, the banks would come under full state control from that time if they have not previously been re-privatised.

The Labour-led coalition is anxious to earn the receipts this would bring the government and is committed not to preside over a full-scale nationalisation.

Overall, the banks look relatively well positioned for sale. Mr Ze'ev Abeles, the Banks' Examiner at the Bank of Israel, says that despite a problem of non-performing debt in the agricultural sector, which has required big provisions over the past five years, the bad debts, strikes and other problems of the past decade have been largely overcome.

The banks, which cover the spectrum of financial activity including retail banking, mortgages, asset management, brokerage and insurance, should report improved profitability this year over last year's inflation.

tion-adjusted average of less than five per cent net return on capital. Privatisation should inject keener competition into a sector notable for the almost total absence of foreign banks.

But the process has to date proved slow and uncertain and many question marks still hang over how it may turn out. Mr Saul Bronfeld, the managing director of the Tel Aviv Stock Exchange (TASE), which is hungry for big bank equity issues to soak up heavy demand, voices the frustration of many at the way the bank sales are being handled.

"Mexico privatised 18 banks in 12 months. The Israeli government has not succeeded in privatising one bank in nine

years. We are annoyed. The market is having its best year since 1982. The government may miss an opportunity."

This criticism irritates Mr Gil Leiner, the chief executive of M.I. Holdings, the government company charged with handling the bank sales. He argues that progress is being made. Agreement has been reached to sell a 51 per cent stake in Bank Mizrahi, previously owned by the World Mizrahi religious organisation, for \$185m to Mr Gad Ze'evi, an Israeli businessman, which now only requires Bank of Israel assent. The balance will then be floated on the TASE.

A long-delayed similar tender process will be launched in three to four months for Bank Leumi, a profitable unit that is being split off from Bank Leumi. Meanwhile, Israel Discount Bank has been split from its parent, IDB Holdings. A controlling share of IDB Holdings, a big investment

group, has been sold back to its original owners, the Recanat family of Tel Aviv. The remaining 42 per cent government stake in the holding company, valued at \$1.55bn, was due to be floated on the TASE late last month. Mr Leiner then intends to issue tenders for a 26 per cent stake in the bank - worth perhaps \$250m - in the first half of 1993 that would establish a new owner.

"Our attitude is to sell a controlling interest first. We think it is important to secure long term, stable ownership of the banks before selling shares to the public," Mr Leiner says. "This approach is disputed, not least by the Bank of Israel."

"We need to think over whether the process of sale of control by auction is the right way to sell [Bank Hapoalim, Bank Leumi and Discount Bank]," says Mr Abeles.

Mr Leiner himself admits that the sheer size of Bank Hapoalim, controlled by the Histadrut trade union federation, and Bank Leumi, controlled by the Jewish Colonial Trust, makes selling them "a completely different ballgame".

Their combined assets of some \$1.55bn are more than twice the combined assets of the other three banks. He intends a test flotation on the TASE of a 10 per cent stake in each (both had shareholder's equity last year of more than \$1.5bn).

There is still considerable debate on how to proceed from there, however. Mr Abeles, who doubts it will be possible to find investors willing even to buy a 10 per cent stake in Hapoalim or Leumi, says a steering committee should be set up with Bank of Israel participation to decide.

It looks highly unlikely the issue will be resolved by October next year, leaving the government with an additional problem of how to avoid taking direct control of the country's two dominant banking groups.

Privatisation proceeds slowly, says Judy Maltz

Easier in principle

ISRAEL'S privatisation programme appears to be gaining some momentum after a painfully slow start.

In February, the government sold off 30 per cent of its shares in Israel Chemicals, the largest state-owned industrial concern, for \$255m, in the biggest share offering ever made on the Tel Aviv Stock Exchange (TASE). Early next year, it plans to issue an international tender to sell off a controlling stake in the national telecommunications company, Bezeq, which has already been partly privatised on the TASE.

It is difficult to find anyone in Israel these days who disputes the benefits of privatisation. What remains an issue of heated controversy, however, is the method of going about it. Specifically, should the government sell its companies on the local stock exchange - a process which generally takes longer but also allows the public to benefit - or should it sell control immediately to private investors and thereby turn in a quick profit?

Since taking power last July, Israel's new Labour-led government has taken great pains to show that it wholeheartedly supports privatisation. In spite of its Socialist roots, it has no intention of abandoning free-market reforms begun by the previous Likud government.

To prove its point, the first decision taken by the newly formed cabinet last summer was to re-establish a special interministerial committee, charged with overseeing the privatisation programme. On the committee, headed by Prime Minister Yitzhak Rabin, sit the finance minister and the justice minister.

The decision was taken a day before the former US Secretary of State, James Baker, arrived in Jerusalem for his first meeting with the prime minister and was interpreted as a clear message to the Americans that the new government views privatisation as one of its top economic priorities.

The government of Israel is currently a shareholder in 170 companies, which last year employed 24 per cent of the country's total labour force and accounted for just under 24 per cent of its total exports. The privatisation programme is directed at about 25 of these companies, active mainly in utilities, chemicals, transport and construction. On the whole, these companies have tended to be profitable.

The government formally adopted a policy of privatisation in the mid-1980s, when it commissioned First Boston, the New York investment bank, to draw up a master plan for selling off state-owned companies. Owing to opposition by the various ministers responsible for the companies, their

The new Labour-led government has stressed wholehearted support for privatisation

management and workers. First Boston's recommendations were never implemented. The only major government company sale to take place in recent years has been that of Paz, Israel's largest oil company, to Australian businessman Jack Liberman.

Realising that its programme was going virtually nowhere, the government last year set up the special three-man interministerial committee in the hope that it would facilitate more rapid decisions.

Still, Mr Joseph Nitzani, head of the Government Corporations Authority - the body responsible for carrying out these decisions - believes there remain major obstacles which stand in the way of privatisation. "The way things are going today, I can't say I'm very optimistic," he says. "There is still a lot of bureaucracy in the decision-making process, and when a company decides it does not want to be privatised, it can put many

obstacles in my path."

Mr Nitzani has already submitted a proposal to the interministerial committee which would significantly enhance his authorities and limit the number of parties involved in the decision-making process concerning each company.

Within the framework of its privatisation programme for the coming year, the government plans to further reduce its holdings in Israel Chemicals and Bezeq, sell off control in El Al, the national airline, and divest itself of its remaining shares in the Zim shipping company. In addition, it intends to draw up a proposal for privatising Israel Aircraft Industries - as well as prepare the groundwork for a share offering in the Israel Electric Corporation.

The government has set as a target the sale of \$3bn in state-owned assets by 1994. "The main goals of our privatisation policy are to develop and stabilise the capital market, attract foreign investment, improve the efficiency of natural monopolies and relieve the burden on the state budget caused by unprofitable government companies," says Mr Nitzani.

Through its emphasis on privatisation, it appears the new government is trying to show its genuine commitment to the principles of reducing state intervention in the economy, freeing the capital markets and furthering competition by breaking down monopolies and cartels and admitting imports.

Indeed, despite mounting pressure from industrialists, the government has so far held fast to a trade liberalisation programme introduced last year. As part of this programme, Israel abolished all existing administrative restrictions on imports from third countries, such as quotas and licensing requirements, and replaced them with tariffs, which are to be gradually reduced over a period of five to seven years.

Profile: Elite Foods

Chocolates on parade

IN an inner eastern suburb of Tel Aviv, just across a busy road junction from the Israeli diamond exchange, the heavy aroma of chocolate hangs over an otherwise unremarkable factory building, writes HUGH CARNEGIE.

It is the headquarters of Elite, one of Israel's leading - and oldest - food processors. In a small basement office Mr Nathan Nissani, the chief executive, has plotted the transformation of the company from a confectionery and coffee producer enjoying a virtual monopoly in the Israeli market into an aggressive outfit fighting a tough domestic battle with local competitors in a growing range of products, while at the same time seeking to expand its exports.

The past two years have seen some bruising encounters in Israeli supermarkets between Elite and its chief rival, Osem, another long-established company now working hard to expand under the leadership of Mr Dan Proppe, a member of one of Osem's founding families.

Osem has attacked Elite's overwhelming dominance in coffee. Elite, winning government approval to lower import tariffs, has hit back in Osem's traditional strongholds of pasta and also savoury snacks.

The Elite-Osem rivalry is a sign of a slow but significant spreading of competition in Israel's still heavily cartelised food market. Mr Nissani says his steering of Elite into greater local diversity and into exports was a "deep strategic need" sparked by two factors: the liberalisation of imports of US and European confectionery products and the limited size of the local market.

Now he adopts a near military approach to his business. Calling himself a "hired gun" for his shareholders, he says Israeli managers' army service experience gives them a cutting edge in business.

As Elite expands into Europe - including eastern Europe - Mr Nissani sees this combining successfully with Israel's rich pool of emigres. "One of the big advantages Israel has is the ability to apply the right people in the right places. We also still have the ability to think small - we can adapt quickly."

Elite's direct exports have grown rapidly under Mr Nissani, from \$7m in 1989 to an anticipated \$21m this year out of total sales of \$250m. The target is to achieve \$35m in overseas sales next year.

Meanwhile the company, which employs 2,400 people in Israel, has grown in market value from less than \$100m in late 1989 to approaching \$300m today.

Apart from direct exports - mainly private confectionery brands for supermarket outlets which Mr Nissani complains bitterly are hampered by EC levies on agricultural ingredients such as milk and sugar - Elite has begun to implement a strategic policy of acquisitions in Europe. It has bought a company called S.A.F. in the St Etienne area of France where Mr Nissani plans to take on all comers.

Elite has also purchased the Union Kaffee Group in Germany, a company with \$250m annual turnover with outlets in France, Spain, Belgium and Poland, and owns a company

in Poland called Goman. The total sales of these foreign acquisitions now outstrip Elite's Israeli turnover.

"We now have a base in Europe," says Mr Nissani. "This will give us sufficient contact with those markets and the ability to understand those markets. We are looking to Russia as well as to Poland. We are now one of the only western companies with a distribution network in Poland."

Elite, however, still has heavy excess capacity at home. One potential to take this up lies in the prospect of Middle East peace. Open borders to Arab countries could be a "paradise", says Mr Nissani.

He says he has begun tentatively to prepare for such a day - as has his rival at Osem. But as in any "paradise", peace is elusive.

Industrial good news outweighs the bad, says Judy Maltz

More jobs as exports climb

THEY may hesitate to admit it, but 1992 has been an exceptionally good year for Israeli industrialists.

Industrial exports are expected to grow by an impressive 14 per cent this year to total nearly \$9bn after dropping 20 per cent in 1991; industrial production is forecast to rise eight per cent, creating close to 7,000 new jobs.

These good tidings come in spite of the slump which continues to affect most of Israel's main export markets and the crisis plaguing its all-important military industries.

"In general, we can't complain," says Mr Yoram Blisovsky, director-general of the Israel Manufacturers Association. "What seems clear is that now, in contrast to the past few years, export industries have taken the lead as the main areas of growth."

Indeed, ever since the Soviet Jewish immigration wave began in 1989, the main industries to benefit had been those which produce goods for the local market, mainly food and textiles, as well as those supplying inputs to the construction sector, which underwent a boom owing to the population explosion.

After immigration slowed in the past year, however, industrial growth has been fuelled mainly by exports, particularly electronics, textiles and plastics. Some of the increase in exports this year is merely compensation for the drop that occurred last year, owing to the Gulf War. But according to Mr Jonathan Katz, managing director of Economic Models and Forecasts, a consulting firm, a good part of the increase can be attributed to government policy which has helped ensure profitability.

"As a result of the new exchange rate policy adopted last December, whereby the government announces in advance the rate of devaluation over the course of the year, there's more certainty for industrialists, and this has undoubtedly helped them with sales," he says.

The jump in exports has been accompanied not only by improved profitability, but by a drop in real wages and higher

productivity. These developments have come more gradually, however, resulting from efficiency-boosting measures undertaken by most of Israel's leading industries in the late 1980s.

"Today, there are no longer any more 'sacred cows', Israeli industries know that the government will no longer pump money into them just to avoid massive lay-offs and that they must justify their existence," says Mr Katz. "As a result, previously financially-strapped companies like Koor Industries and Israel Aircraft Industries (IAI) have in the past year begun showing a profit."

But like most of Israel's defence industries, even IAI, the country's biggest company, has been experiencing difficulties of late and was recently forced to seek \$100m in emergency government assistance.

Israel's defence industries, which managed to overcome sharp national spending cuts

in the mid-1980s by relying more heavily on export markets, have indeed become one of the key casualties of the post-Cold War era. In the past five years, the share of military sales in total exports has dropped from 25 per cent to 12 per cent.

For Israel's new Labour party government, which has made fighting unemployment one of its top national priorities, the prospect of sizeable layoffs in the military industries is extremely daunting. On the one hand, it cannot allow unemployment to rise; on the other hand, it cannot permit itself to pump state funds into industries which have no future prospects. As a result, how the government chooses to deal with the collapse of the military industries will be one of its key tests in the coming months.

The military industries are not the only ones exerting pressure on the government

these days. Manufacturers in the textile and clothing businesses have been hoping to find a more attentive ear in the new government, because of its concerns regarding unemployment, on the issue of import liberalisation. Thus far, however, their repeated threats to close down factories and dismiss thousands of workers if the market is opened further to cheap imports from the Far East have made little impact.

"Ironically, it is the textile industry which has experienced one of the highest rates of export growth in recent years," says Mr Blisovsky.

Mr Blisovsky believes 1993 will probably be as good a year as 1992 for Israeli industry. "A lot will depend on what happens in the world market and to what extent we can maintain our competitive edge. As it looks now, there probably won't be any further improvement, but there certainly won't be any deterioration," he says.

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ISRAEL - AN INVESTMENT OPPORTUNITY

Facts and Figures 1991

Population: 5.1 million	GDP: \$59.1 billion	GDP per capita: \$12,000	GDP breakdown:
Services: 53%	Industry & Construction: 40%	Agriculture: 7%	Exports/GDP: 35%
Imports/GDP: 35%	Industrial exports/Total goods exported: 85%	Exports: \$18.6 billion	Current account deficit: \$0.9 billion

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Ex-pats and Poles apart

Three years after the collapse of communism in Poland, managers recruited locally for foreign companies are experiencing the frustrations of reporting to expatriate superiors.

There are at least 1,000 locally-recruited Polish managers working for foreign companies. By offering high salaries (by local standards) the foreign companies were able to cream off the best of the experienced managerial talent as well as attract young graduates.

But one expatriate management consultant says: "The younger staff are beginning to get bored now that they have learned the jobs that they were taken on to do."

Mariusz Bialek, from H Neumann, an Austrian management consulting company, says: "I know there is something wrong when good people I recruited a year ago come to me looking for another job."

He believes some frustration will be alleviated by sending the more talented managers to run new offices elsewhere in eastern Europe. As for those who leave, few are likely to seek jobs with Polish-owned companies. Instead they will look to other multinationals.

One reason is pay. A senior executive working for a Polish company earns about \$12,000 (\$7,500) a year although top salaries can go as high as \$80,000. Foreign companies pay between \$28,000 and \$72,000 to locally-recruited senior executives. That contrasts, however, with the \$60,000 to \$200,000 a year their expatriate colleagues and superiors are earning.

But the era of the expatriate manager in Poland may be limited. Gaspol, for example, is a joint venture between a number of Polish liquefied petroleum gas distributors and the UK's Calor group, Primagaz of France and SHV from Holland.

Bob West, the managing director, says: "The four expatriates in place should be out of here in three years. After all, I shall never know the market, the language and the country as well as the local people."

Christopher Bobinski

When Yana Yevinson emigrated to the US in 1976, the Soviet authorities tore up her passport. Two years ago, she returned to become executive housekeeper of the new Moscow Aerostar Hotel. When she boarded the Aeroflot flight, she was so frightened that her Russian momentarily deserted her.

Aly Rehemtulla, a former refugee from Idi Amin's Uganda, spent his first nights at the Aerostar fighting off mosquitoes in a hot windowless room. He had given up a successful career with Holiday Inn in Toronto to become rooms manager in a half-built hotel in a country convulsed by political and economic change.

Why did they do it? "The challenge," says Yevinson. "Russia is the new frontier," says Rehemtulla. "This is the biggest adventure I have ever had."

The 417-room Aerostar, a joint venture between Aeroflot and IMP, a diversified Canadian manufacturing and services group, opened last March, aiming to provide western business visitors with the kind of facilities they find at home. Its brightly-lit marble lobby is certainly a warm refuge from the bewildering streets outside. The service is friendlier than at many western hotels.

The hotel does, however, differ from western establishments. The plumbing is slightly eccentric and the rooms are not soundproof. And few western hotels have mathematicians mopping the floors or surgeons doing the laundry.

The Aerostar building, a 10-minute drive from the Kremlin, was built by Aeroflot to house athletes competing in the 1980 Moscow Olympics.

It was never completed or used, probably because the US boycott of the games reduced the number of rooms needed.

It was spotted by Kenneth Rowe, IMP chairman, during one of his regular visits to Moscow. IMP services Aeroflot aircraft in Canada. Rowe suggested to Aeroflot that they turn the building into a hotel which IMP would run.

Robert Dearden, a Toronto construction worker who was hired to supervise the work, had his own ideas about what should have been done with the building.

"I would have knocked the thing down," he says. Only one of the nine floors had plumbing or lights. A drainage pipe descended from the roof through the middle of the building, neatly cutting the entrance to a room in half.

The bearded Dearden, who wears an earring, a lumberjack shirt and a Montreal Canadiens cap, tried to equip the hotel locally. "People could get what I wanted but they

Michael Skapinker finds staff at the Aerostar struggling to provide creature comforts for visitors to Moscow

Tempo changes at heartbreak hotel

said they had to install it. And they said they wanted to be paid in computers or television sets. I thought: 'I haven't got time for this.' Everything used in the refurbishment and furnishing of the hotel was imported, including the light bulbs.

Three years on, Dearden has found local suppliers of some equipment and material. He employs as a middleman a multilingual Iranian doctor who, after 20 years in the country, has a wealth of Russian contacts.

Patrick Doffenies, the Aerostar's French-born purchasing manager, had less luck with Russian suppliers. Doffenies spent two months concluding an agreement with a supplier of Russian wine. Only then did he discover that the Russian company could not afford to buy bottles and had been planning to sell the wine in barrels.

A farmer with 3,000 cattle offered to supply beef on condition that the Aerostar built him an abattoir.

A supplier of fruit from Georgia seemed more promising. He appeared well-organised and had translated all documents into English. The fruit would be flown from Georgia.

Doffenies concluded an agreement. On the day the first consignment was due, the supplier phoned from Georgia to say the plane had run out of fuel. "It was hopeless," says Doffenies.

Apart from some produce which the hotel buys from local markets in the summer, all the Aerostar's food arrives by lorry from France once a week. Lobster is flown in from Nova Scotia. Cleaning materials and office supplies are imported from the UK.

Import duties fluctuate from week to week, lorries are regularly opened by customs and items frequently go missing. But by importing virtually everything it needs, the hotel provides the quality of food and cleanliness its guests expect.

The result, however, can be an unbearable temptation to staff who steal from the hotel and occasionally from the guests. Marilyn Barker Paulson, the Aerostar's Canadian sales and marketing



director, recalls that the food and beverage manager threatened to install a metal detector at the kitchen exits to prevent cutlery disappearing. One employee tried to smuggle sausages out in her coat lining.

The penalty for theft is dismissal and there are no second chances. "To fire someone for stealing a carton of orange juice is hard, but you have to do it," says Rehemtulla. "The Russian staff feel they work here, they contribute, they're entitled to take it. They see how abundant everything is here and they think if they take an orange juice, who is it going to hurt?"

Of 550 Russian staff, about 30 have been dismissed for theft. Rehemtulla says this does not seem to have deterred others.

Staff attitudes to service have also posed some problems. Andrew Ivanyi, the Aerostar's Hungarian-born general manager, said the hotel decided not to hire anyone who had worked in a Soviet hotel.

But even with people who had not been infected by Soviet service attitudes, instilling new standards was difficult. When Yevinson told an initial training session that the customer was always right, the staff laughed. She showed them what she meant.

When one guest asked for a hair dryer - something the hotel did not then possess - Yevinson went home and got her own. When another guest asked for his shoes to be shined, Yevinson did the job herself in front of the staff.

"The most difficult thing to get them to understand was that it was the guest who was paying their salaries and not the government," Yevinson says.

The employees, however, proved quick learners because, Yevinson believes, they were so highly educated.

Apart from the surgeon who does the laundry, there is a doctor running the gym, a paediatric nurse supervising one of the floors and a petroleum engineer in charge of the storeroom. Many of the cleaning staff are economics graduates.

For most, money was an important attraction. The Russian staff earn an average of 12,000 roubles a month.

The hotel would like to pay an additional foreign currency bonus, but this is illegal. Instead, it gives staff vouchers worth between \$125 and \$200 a month to spend in Moscow's hard currency stores.

Many exchange the vouchers for dollars on the black market at a 90 per cent discount. Tatyana Golikova, an assistant to the training manager at the hotel, says that if she had continued in her old job as an English and German teacher she would now be earning 3,000 roubles a month.

Even some in cleaning jobs see the hotel as a way to get ahead. As a trained economist Natasha Konbarova is hopelessly over qualified for making beds and cleaning baths. But she believes the Aerostar will eventually offer her the chance to become a manager.

Not everyone is as enthusiastic. "I was in shock for the first few days," says Yuri Kiselev, a cleaner and former research economist and computer programmer. "I'm looking for a new job somewhere else, or maybe I will be able to rise here. I'm not satisfied with my status here. This is not intelligent work."

Alexandre Biryukov, the petroleum engineer who runs the storeroom, says the quality of staff being hired now is not as high as when the hotel first started.

There are other western hotels and joint ventures in Moscow and working at the Aerostar is no longer such a novelty. "The first people who were hired were anxious about how they were doing," he says. "Now the attitude is: 'Why shouldn't I have this salary?'"

Following in Eskimo footsteps

Old wives' tales used to claim that eating fish was good for your brain. That has never been proved, but medical research over the last decade suggests that fish does help to reduce cholesterol levels.

Eskimos, who eat enormous amounts of marine mammal blubber and fatty cold water fish, have markedly low levels of damaging cholesterol.

Indeed, compared with other races, Eskimos have a higher level of cardio-protective HDL-cholesterol (the so-called good cholesterol).

So what is the effect of eating fish? The cardio-protective substances contained in many cold-water fish are unsaturated omega-3 fatty acids, the most common of which are eicosapentaenoic acid (EPA) and docosahexaenoic acid (DHA) which increase the levels of cardio-protective HDL cholesterol.

Another potentially beneficial effect of these fish oils is that as they become incorporated into capillary cell membranes, they help the red blood cells flow more easily in the tiny vessels.

Moreover, there is preliminary evidence that omega-3 fatty acids may lower blood pressure and reduce inflammatory reactions.

The highest concentrations of EPA and DHA are found in all seafoods and particularly in cold-water fish.

Atlantic mackerel, Pacific salmon and Albacore tuna have the highest levels.

The added oil in a can of fish is likely to be vegetable oil and not omega-3 fatty acid. However, draining the oil - a good idea because the added vegetable oil doubles the calorie load - does remove 15-25 per cent of precious omega-3 fatty acids because these are oil soluble.

Although there are many fish oil supplements on the market, their long-term safety record is not known.

So the best bet at present is to eat fish at least three times a week, remembering that the greater the amount of dark flesh on the fish, the greater the fat and the omega-3 fatty acid content.

Dr Michael McGannon

The author is the medical director of the Inland Business Health course.



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PEOPLE

Building up Taylor Woodrow



Sir George Russell

Colin Parsons, the new chairman of construction group Taylor Woodrow, has looked elsewhere in his own struggling sector to boost the non-executive content of the board and chosen Sir George Russell, chairman and chief executive of building materials group Marley.

It is the first time Taylor Woodrow has lured the chairman of another industrial public company into a non-executive directorship. Sir George joins Charles Hambro, chairman of Hambro, the company's merchant bank, who has been on the board for as long as thirty years, and Sir Kit McMahon, who joined in September 1991, but whose

background is financial not industrial. Lord Bellwin, who had been a director since 1985, retired shortly after Parsons arrived.

The company, which cut its interim dividend after losing £16m in the six months to June 30, hopes that Sir George's breadth of experience will help address charges that the board has long been too introspective, as well as complement the skills of Parsons, an accountant who has worked in Canada for 30 years. The appointment comes as part of a thorough reorganisation initiated by Parsons, who arrived at the end of March, and who has been overhauling the board, prompting several departures and simplifying what was previously an opaque hierarchy.

While Sir George has been unable to shield Marley from the ravages of recession, analysts credit him with being clear-thinking and unafraid of tough decisions. He is perhaps better known as chairman of the Independent Television Commission, a post he has held since 1991.

Taylor Woodrow, which closed its North American construction operation but which still retains large housing interests in the USA, is attracted by Sir George's experience in North America, beginning in 1968 when he worked with Welland Chemical of Canada, before joining Alcan in 1972. He is still a member of the worldwide board of Alcan Aluminium Limited.

Salomon goes global

This year's list of 21 new managing directors at Salomon Brothers exhibits a markedly more international flavour than in previous years, with as many as 8 of the 21 new managing directors based in London and a further 3 in Japan.

This reflects not only the solid and increasing profitability of the London operation in recent years, but also a change in philosophy at the top of the Wall Street investment bank since the arrival of British-born Deryck Maughan as chairman and chief executive officer. Salomon normally appoints around 20 managing directors at a time; last year just three were London-based, including the new appointments, there are 130 managing directors worldwide, with 21 in

London.

The new managing directors are: Henry Clark III, Mark Davis, Gregory Erard, David Fisher, James Forrese, Ellis Jones, David Levy, John Lipsky, Jonathan Sandelman, and George Shapiro.

In London, Salomon has appointed Jeremy Amlas, Simon Bowden, Paul Brewer, Frederic DiGuisto, Bruno Gabriele, Sara McKerihan, David Turnbull, and Steven Tye. In Japan, the three are: Louis Faust, Yoshihiro Mikami and Ikuo Morimoto.

Christopher Dreyfus has been appointed a director of RIVER & MERCANTILE AMERICAN TRUST. Stephen Denford, formerly a director of 3i, is joining SUMIT Equity Ventures.

Study in journalism

Peter Cole, founding editor of the short-lived Sunday Correspondent and editor of the Sunday Times News Review for the past two years, is exchanging Wapping for Preston to take up the newly created professorship in journalism at the University of Central Lancashire. He starts towards the end of January.

Cole, 46, denies any unhappiness at the Sunday Times, calling the move "positive rather than negative." He says it is prompted "partly by age" and adds that he likes dealing with students. He answered an advertisement, and remarks on the "exhaustive 2 day interviewing process" - quite unlike the generally much less time-consuming affair for a journalistic job.

In contrast with the US and some continental European countries, Britain has hitherto largely resorted to the cult of the amateur when educating its journalists. Last year, however, the University of Central Lancashire, then Lancashire Polytechnic, introduced one of the country's first undergraduate degrees in journalism.

Can the profession be taught? A Cambridge econom-

ics graduate himself, Cole thinks that, given the increased complexity of the subjects journalists are supposed to report upon, there is indeed a lot that can usefully be learned as part of an academic discipline. And public relations, which features this year as an option in the combined honours programme? "We'll find out" he says.

Cole adds that his wide experience in the newspaper business - he was news editor and deputy editor of the Guardian before moving across for the Sunday Correspondent launch - will determine that the course is "fairly practically directed."

Some 200 students are currently studying journalism or public relations in the department.

The university, which strikes Cole as "a very ambitious place", boasts a total of 14,000 students, including part-timers.

John Snow, Channel Four news presenter, is to become a visiting professor at Nottingham Trent University, associated with the new Broadcast Journalism degree and other related courses.

Greycoat draws in its horns

Greycoat, the troubled property investment company which on Thursday reported pre-tax losses of £39.2m, up from £8m, for the six months to September 30, is taking the reduction of its administrative overheads seriously.

In the words of Richard Guignard, managing director, finance: "it's not just a question of getting rid of a few secretaries".

Three directors of the 12-person board are to resign at the end of the year. Barry Cockrell, deputy managing director and a member of the board since the founding of Greycoat in 1978, is to leave, as is Walter Kumar, who joined the company as a development executive in 1985 and moved up to the board in 1989. Alastair Ferguson, a non-executive director since the company's inception, is also going.

All this follows Geoffrey Wilson's decision earlier in the year to move from executive to non-executive chairman. He was the founder of the company, but, says Guignard, is now paid "a fraction of what he received before".

John Menzies, formerly non-executive deputy chairman of Corah, has been appointed to the board of ROBERT H LOWE as md of the childrenswear division, Babygro.

Michael Guerin, director responsible for NORTHUMBRIAN WATER's Enterprise division, is appointed group commercial director and md of Entec Europe; Ian MacMillan, md of Northumbrian Environmental Management, is appointed director of customer services at Northumbrian Water. Peter Wilson, md Integrated Environmental Management, the group's joint venture with International Technology of America, also becomes md of Northumbrian Environmental Management. Stuart Ralston is to become md of Amtec Europe; and David Watson, company secretary of Northumbrian Water Group.

Leonard Rose, currently md, and Richard Rose, currently commercial director, are to become joint md of WHOLESALE FITTINGS from January.

Geoffrey Miller, formerly md of BARCLAYS UK Banking Division, has been appointed banking adviser to MOORES ROWLAND.

CIVIL ENGINEERING

Oceanographic research centre Turbine buildings

The Natural Environment Research Council (NERC) has awarded WIMPEY CONSTRUCTION SOUTHERN a £28m contract to build the Southampton Oceanography Centre.

Wimpey is set to start work on the project, which is jointly funded by NERC and the University of Southampton, in the New Year.

The development at Empress Dock, adjacent to Ocean Village, will be a striking addition

to the Southampton waterfront. Set on a five hectare site, the project comprises a multi-storey, brick clad and concrete framed building offering 23,000 sq metres of research and teaching facilities for the Research Council.

The centre will act as the national focus for all subjects of oceanographic research, training and teaching. It brings together NERC's Institute of Oceanographic Sciences De-

con Laboratory and its Research Vessel Services as well as the University of Southampton's departments of oceanography and geology, and the underwater acoustics group from the faculty of engineering and applied science.

Along with a research aquarium, temperature controlled investigation areas and test tanks, the development will also house the National Oceanographic library.

The major projects company of TRAFALGAR HOUSE CONSTRUCTION has begun work on a £16m contract for the civil engineering works at Keadby Power's combined cycle gas turbine power station. The 680MW station is being constructed by John Brown Engineering, also part of Trafalgar House, on a 26 acre site at Keadby, South Humberside.

The largest element of the work involves constructing a gas turbine building and a steam turbine building. Both buildings will be steel framed with acoustic cladding.

The company will also be responsible for the substructure for the waste heat recovery boiler and building a water treatment area containing two steel tanks. Other work involves constructing a gas reception area, site preparation, roads, car parks, switchyard and site services.

£20m Hong Kong bridge development

BRIDON ROPES, a subsidiary of Bridon, and RYLANDS-WHITECROSS, a subsidiary of TWIL, have won what is believed to be the world's largest order for high carbon steel wire through their joint venture company, European Bridge Wire.

The contract, worth over £20m, has been awarded by Cleveland Structural Engineering, part of Trafalgar House

Construction, and is for the supply of specialised high tensile galvanised steel bridge wire.

The wire will be produced in equal quantities at Doncaster and Warrington and shipped to Hong Kong to be aerially spun on site to form the suspension cables for the Tsing Ma Bridge.

The bridge will be one of the world's largest single-span structures, accommodating a

double deck for road and rail traffic, with a total length of 2,100 metres and a main span of 1,377 metres.

The most technically difficult part of the whole bridge is the erection of the steel deck and the supporting suspension cables which will be carried out by Cleveland Structural Engineering. The bridge is expected to be open for rail traffic in 1996.

Linking Scotland and Eire

The pipeline and offshore division of COSTAIN OIL, GAS & PROCESS has recently received contracts valued at over £24m for work in the UK and overseas.

In the Irish Sea, work on two pipeline landfalls associated with the Bord Gais Eireann interconnector project linking Scotland and Eire is about to commence with completion due in April 1993.

A contract has also just been awarded by British Gas Explo-

ration & Production for the installation of a 5km 24mm gas pipeline across Walney Channel at Barrow, part of the North Morecambe gas field development, which is due to commence at the beginning of January for completion in September 1993.

Overseas, in the international directional drilling market, work on contracts worth more than £7m is under way or about to commence in the US, Indonesia and Europe.

Installing infrastructure

The Midlands office of CLUGSTON CONSTRUCTION has been awarded a contract to implement infrastructure works on Bass Developments Centrium 100 site at Burton upon Trent. The contract forms phase one of larger infra-

structure works amounting to some £10m.

Clugston will be constructing a roundabout on Wellington Road and the first section of the principal spine road, which will provide access to up to 70 acres of serviced land.

Military accommodation

TILBURY DOUGLAS CONSTRUCTION has been awarded a £6m contract by the Ministry of Defence for the construction of accommodation facilities at HMS Collingwood in Fareham, Hampshire.

Work on the 62-week project entails the demolition of four three-storey blocks and the construction on the same site

of six accommodation blocks for single junior ranks.

The contract also covers the construction of an electricity sub-station and assorted general works.

Architect is PSA Projects (London B Design) and the contract was let through the MoD's defence works services department.

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CREATING THE RIGHT CHEMISTRY



Architecture/Colin Amery

Beauty wrung from civic constructions

Every year the Civic Trust announces its awards for schemes that it considers to be the best contributions to the improvement of the quality of the environment. The quality of the architecture, planning, landscape and civic design are all taken into account.

In order to cover the whole country thoroughly it is divided by alternate years into the Metropolitan counties and the "shire" counties. This year is the turn of the shires of England as well as Scotland, Wales, Northern Ireland, the Channel Islands and the Isle of Man. The awards are sponsored by Redland plc.

The value of these wide ranging and catholic awards is that they paint a clear picture of the state of the arts of architecture and design. In the middle of the harshest recession in the building and construction industry for some 45 years it may be surprising to find that nearly 1,100 entries were received. Cynics may say that publicity is even more important during recession; or is it that architects and developers have time on their hands? Despite the large number of entries, the trust is forced to admit that high quality new development is disappointingly rare. The assessors reported that far too many were mediocre and ordinary and that there are still far too many "overscaled, bland and totally inappropriate modern developments." It is a depressing picture of the new buildings of the last two years and a very poor reflection of the low standards that the majority of the architectural profession finds acceptable.

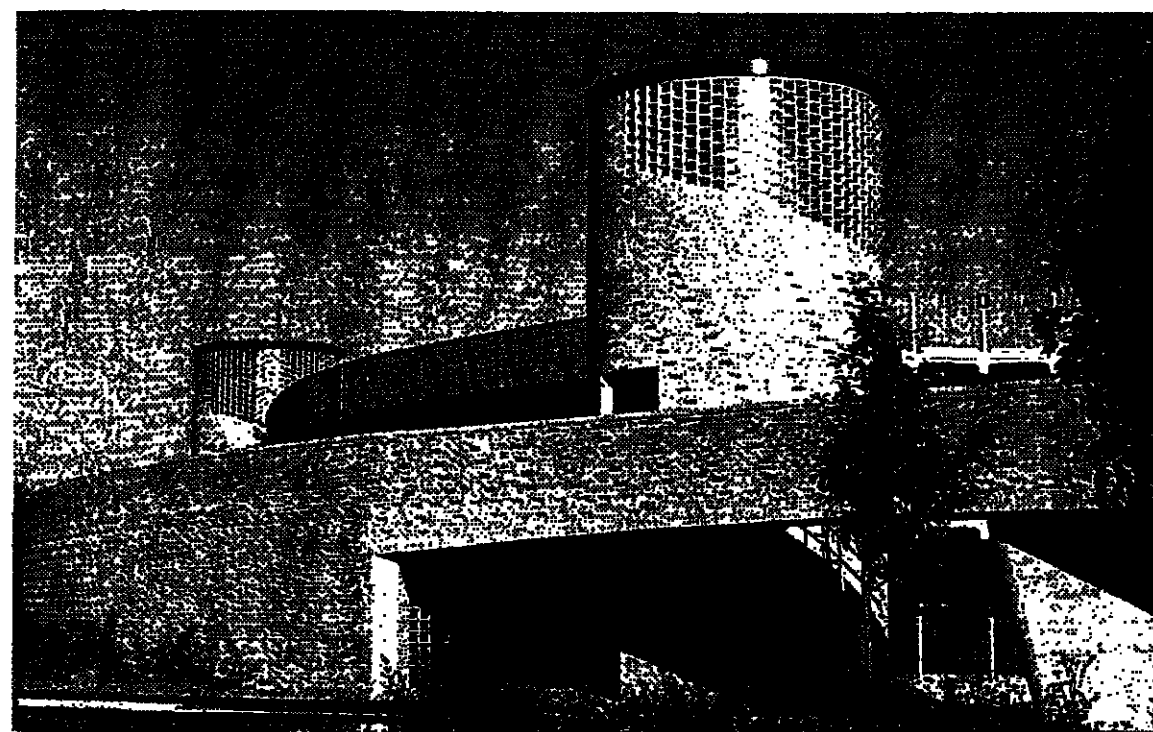
The report of the awards, written by the director of the Civic Trust, Martin Bradshaw, makes depressing reading. On the evidence before him of all the entries he is forced to say that the centres of too many British provincial

towns and cities are spoilt by new schemes that "seem designed to secure planning permission and avoid criticism, and are all too often lifeless and ordinary." Commercial interests come in for particularly strong criticism. One assessor pointed out the horror of a group of truly awful luxury headquarters built by nationally known insurance and financial institutions.

The overall gloom of the report makes the highlighting of the few good schemes more important. There are some 18 award winners and one special Redland Prize. The winners do not exactly glow like beacons of quality, but a few are exceptional and several are on the road to excellence. In terms of sheer architectural quality, Stansted Airport and the Crescent Wing at the Salisbury Centre for the Visual Arts at the University of East Anglia, both designed by Sir Norman Foster and Partners, are outstanding.

The two commercial award winners are good, but not quite in the Foster league. Royal Insurance House, on a landscaped country site near Peterborough designed by Arup Associates, is distinguished by its successful integration of buildings and landscape. The landscaping, a series of outdoor rooms with beech and lime plantings, is by Derek Lovejoy and Partners. The second commercial scheme is a shopping and office development in Belfast by the Building Design Partnership for John Laing Developments. I have not seen this in the flesh, but it looks to be only of average standard from the photographs.

If these awards are in any way a reflection of the economic state of the nation, then we have to face the fact that the growth area seems to be in tourism and restoration of historic buildings. The assessors were full of praise for high standard of much conservation work and it is undoubtedly



The award winning Avenue de Chartres car park: already a landmark in Chichester

true that the architects who work in this area show dedication and skills that are absent from much new development. It appears that, when faced with a clean slate, architects are unable to decide what to do with any real conviction.

One award winning building is a set of studios and workshops dedicated to training courses in crafts and restoration at West Dean College, near Chichester, Sussex. In designing an addition to the long range of a partly 17th-century listed mansion, The Architectural and Planning Partnership has pulled off something of a coup. The firm has designed a strong flint and stone wing with almost William Burgess-like projecting windows: powerful stuff. At Buckfast Abbey, Devon the addition of a restaurant in stone and slate shows the value of using local materials as well as the ingenuity of incorporating the

remains of a 13th-century gatehouse.

There is one inevitable but usually grim modern building that architects have failed to tackle convincingly: the multi-storey car park. This year there are two among the 18 award winners. The Cathedral and Quay Car Park in Exeter, designed by Niall Phillips Architects, is singled out for the special Redland Award because of the way it achieves the remarkable feat of fitting a car park onto a city slope, and in the process managing to dignify the whole function of car parking. The other car park award winner is the more flamboyant and controversial Avenue de Chartres car park in Chichester, Sussex, designed by Birds, Portsmouth, and Russell Architects. This intriguing complex was an architectural competition, and its five circular brick towers and honeycomb brick walls have become a landmark. Tourist buildings and visitors cen-

tres that have won awards include the extraordinary White Cliffs experience in Dover and the more discreet reception centre at Brodick Castle on the Isle of Arran. A lead mine, an iron furnace, disused Welsh quarries and restored canals all reflect the new uses for a defunct industrial past, and all are good of their kind.

But what is missing from this year's awards are any significant and good new houses. The Civic Trust rightly complains of the low standards that are accepted by the volume house builders. This is ultimately the most depressing element of all. A low standard of house design means a universal lack of awareness of the value of good design. And good design, like so many other values, begins at home. The people of Britain suffer from a design vacuum on the domestic front, which is not a good omen for the future.

Sponsorship/Antony Thorncroft

Survive, not party

This is the time of year when arts sponsorship makes news. Last week the Association for Business Sponsorship of the Arts released its annual survey of the state of the sponsorship honey pot; next Friday ABSA entertains its Patron, the Prince of Wales, and hundreds of corporate chairmen, arts directors, and general hangers on at the annual awards ceremony for imaginative (or enduring) sponsorships.

Sponsorship has so far survived the recession remarkably well. ABSA has come up with a total spend of \$54.4m in 1991-92, a rise of 14 per cent on the year. However, as ever, the statistics hide the real story. Direct sponsorship has performed brilliantly, growing by 28 per cent to £57.5m while money invested in corporate membership schemes has fallen by 37 per cent to £7.8m.

It is obvious what has happened. Companies are concentrating their money on sponsorships which might give commercial benefits, and cutting back on some of their corporate memberships, which are mainly used for entertaining - sometimes directors just enjoying each other's company.

As ever festivals and opera remain the favoured areas. But while virtually all the £14.2m that festivals received was in sponsorship, opera attracted £12m this way and another £4.3m through membership schemes. ABSA's director general, Colin Tweedy, expects more growth in 1992-93, but at a slower rate.

The 30 short listed companies from over 500 nominations for Friday's prize draw contain the biggest ever northern presence - six companies - reflecting the successful opening of ABSA North, based at Halifax. Among the lesser known names at the National Theatre for the awards will be Sherlock Hairshop from Hexham, which competes with Champagne Piper-Heldaleck and the Harwood Company in the First Time Sponsor category.

Other names are more familiar. Marks & Spencer and Sainsbury's battle it out with Turner Kenneth Brown for the Long Term Commitment prize while Cable & Wireless, Lloyds Bank, Brazil and Thorn EMI are the big names up for British Art Overseas. The other key "Oscar", for the best Corporate Programme, will go to either Mobil, Northern Electric or VAG.

Sponsorship is growing thanks to small and medium sized companies. The minnows seeking recognition and the Sponsorship by a Small Business prize, are Carroll, Dempsey & Thirkell, a London based design group; Edwin Shirley Trucking, also from the capital; and Benwick Garages of Newton Abbott.

The manufacturers of fast moving consumer goods have been conspicuously absent as arts sponsors. This could be changing. Unilever is getting more involved through its subsidiaries like Lever Bros and Van den Bergh's. The collective pot was £50,000 to support *Hamlet* and *The Tempest* at the RSC. This allows the RSC to apply for top-up money from the Business Sponsorship Incentive Scheme, which is designed to encourage new sponsors.

The programmes and front of house material will feature three brands, Persil, Comfort and Flora, rather than the Uni-

lever corporate identity. Another part of the group, Walls Ice Cream, has put £10,000 towards this year's Bristol Old Vic's panto, *Aladdin*. Here again, the money has been doubled through the BSIS.

The 1992 Mobil Playwriting Competition for the Royal Exchange Theatre has been won by Simon Burke for his play *The Lodger*. He receives £15,000 and five other writers will share £25,000. The Royal Exchange will certainly produce one of the short listed plays, ideally *The Lodger*.

The Mobil biennial is still supreme in the under-sponsored area of drama competitions. It has a good track record, with *Amalgamated Barbarians* and *Your Home in the West* among the previous winners. Organising the whole enterprise - there were 1,250 entries - costs Mobil £175,000, but it is sticking with the venture. Unlike some other oil companies Mobil is happy with its investment in the arts. It also contributes £175,000 to a lavish touring production of a good old pot boiler which it can use for entertaining: this year, *Charlie's Aunt* next year, *Crucifer of Blood*.

The death of arts sponsorship has been much exaggerated. With good marketing of an attractive product companies are prepared to invest funds to create new arts events.

In May 1993 the BOC Covent Garden Festival will take place, building on a rather faltering debut in 1990. BOC is using the Festival to make a £500,000, three year, commitment to the arts. The original backer, Guardian Royal Exchange, is maintaining the link, committing £300,000 over three years, and American Express has come up with £50,000.

With top-ups from the BSIS and one off contributions, the joint chairman of the Festival, restaurateurs Laurence Isaacson and Neville Abraham, expect to have £1m in the bank by the New Year, enough to underwrite three successive festivals.

The Festival has attracted backers because it is targeted - on youth, and on opera and music theatre. Ironically, neither the Royal Opera House nor the RNO is participating directly but Isaacson has gained access to a 2,000 seat auditorium in the heart of the district which will provide a spectacular venue for National Youth Opera: the Freemason's Hall. This will be the first time it will be open to non-Masons. The Donmar Warehouse, St Paul's Church (for Monteverdi's *Vespers*), as well as the Piazza, are other venues already booked.

Sponsorship in kind, and mutually beneficial deals, are a feature of the new hard-nosed attitude to sponsorship. The current Patrick Caulfield show at Hyde Park's Serpentine Gallery has a splendid catalogue, thanks to the Academy Group, publishers of Art & Design magazine.

Academy has paid for the all colour catalogue and given the Serpentine 600 copies, which should bring it over £5,000 in income. The catalogues are also incorporated in the latest issue of Art & Design, increasing its appeal. Aid in a Royal College of Art dinner for the artist and the investment tops £20,000.

Ballet/Clement Crisp

Tales of Beatrix Potter

It is reasonable to assume that one does not see waltzing mice until *Adrian Mole* has set in. The Royal Ballet proved otherwise on Friday night at the first stage performance of *Tales of Beatrix Potter* - though my suspicions are that only a company seriously in its cups would consider staging this bizarre entertainment. There were waltzing mice all over the place, and titmice, terminally winsome squirrels, a hedgehog laundress, and the entire and exhaustively cute cast of Beatrix Potter characters whom Sir Frederick Ashton set jiggling in a film 21 years ago.

That the film was a treat for youngest children is without doubt. Its small-scale dances, its runty-tum music and pervasive quaintness, were a clever exercise in capitalising on a childhood classic. But that this stuff should be transferred to the stage; that an opera house should expend funds upon a ballet to attract a juvenile audience, when major works - *Cinderella*, *The Nutcracker* - can do this with choreographic and musical distinction; that sketchy little incidents about animals should be considered a proper use of a national ballet company, is beyond belief.

The staging is misguided and unworthy of the Royal Ballet and of the reputation of its founding choreographic genius. During seventy interminable minutes we watch

serious and gifted artists scuttling about, heavily masked, paws up, whiskers a-twitch, making tiny, tiny jokes, and burdened and extinguished by bloated outfits that are scrupulous copies of Beatrix Potter's drawings, while saccharin or vulgar tunes proclaim the dubious delights of Victorian musical taste.

It is ballet conceived as the art of nostalgia - and psychologically very odd indeed. It is back-to-the-nursery as an aesthetic creed. It is entertainment for the tiniest tots that feeds off a brilliant original to make a calculated and commonplace show. It is, I am forced to conclude, a play by Covent Garden to bring in an audience on the tugging arms of children. It is an abrogation of the Royal Ballet's duty to

show works of art.

The set design by Christine Edzard is anemic and looks amateurish: washed-out backcloths with elaborate properties that crowd the stage. The dancers are invisible, their performances lost under masks and the ballooning outlines of their costumes; only Matthew Hart makes something lively of Squirrel Nutkin. Of the narrative of the tales there is but the sketchiest evidence.

Perhaps the most serious implication of this sorry affair is the existence of a body of Ashton work which should - to the advantage of audience and dancers - be restored to the repertoire. Ashton, a master craftsman, made these dances for the camera and the special circumstances of the cinema. To show them on stage

is to minimise their small but acutely judged effects and to minimise Ashton thereby.

The sums expended on this apothecary of the quaint and furry might have secured the revival of Ashton's *Sylvia*, whose enchanting and witty three acts, miraculous score and brilliant design, deserve to be rescued from oblivion. *Tales of Beatrix Potter* only merits the attentions of Rentokil.

To complete this evening, the return of *The Dream*, not in the happiest of conditions. Originally the piece trod a skilful path over an abyss of Victorian prettiness and excessive Mendelssohnian charm. Characters had an edge: Titania was wilful, sexually intriguing; Oberon's androgynous air masked temper, passion; the lovers were sincere. The ballet is now saturated with roughness. Neither Lesley Collier nor Bruce Sansom convinced me of the otherworldly allure of Titania and Oberon: the lovers played for laughs in a singularly leaden way. It was Tetsumi Kumakawa, giving the finest danced performance I have seen of the role, who makes Puck a truly magical being: his ability to turn and sour without apparent effort, his dazzling clarity of step, were marvellous. The rest was sentimentality - and fatal.

The programme is repeated at the Royal Opera House on December 12, 16, 23, 30, 31

Concert/Andrew Clements

A Venetian feast

Connoisseurs of fine Monteverdi have much to savour in London at present. Last week the New London Consort presented Philip Pickett's performing edition of the *Vespers of 1610*; in a fortnight's time the same performers are introducing to Britain Pickett's much more contentious version of the *faula in musica, Orfeo*.

Separating them on Thursday was a programme of Monteverdi that threw down no textual or musical challenges, just a succession of delights: the Paris-based Les Arts Florissants under their founder-director William Christie offered a selection of madrigals from the seventh and eighth books, the two collections that summate Monteverdi's secular lyricism during his Venetian years.

Christie has an unerring knack of recruiting vivid young voices to his group, skilfully deploying and complementing their talents. So for this programme he had three sopranos of vividly contrasted tone and personality, a male alto of rounded subtlety without a hint of hoar or acidic edge, and pairs of tenors and basses of disarming enthusiasm and agility. Each is nurtured and encouraged to give of their best; Christie's drawing together of the threads, relating voices to instruments (a string septet, which he directed from the harpsichord), became an ever-changing web of possibilities, constantly

renewing itself.

The concern for detail that Christie lavishes on the performances - right down to his strict marshalling of every stage entrance and exit - logically informs his programme-building too.

With *Il combattimento di Tancredi e Clorinda* as the centrepiece, the concert was framed by two of the eight-part madrigal *guerrieri* from book 8, ending with the extraordinary "For ch'el ciel e la terra", and in between offered a tour around some of the more intimate settings. The placing of *Il combattimento* was perfectly judged to maximise its dramatic contrast, with Nicolas Cavalieri as a compelling narrator, nimble never-bombastic, and muscular, intense instrumental playing.

Yet the smaller-scale pieces offered equal delights: the seductive meshing of soprano (the luscious-toned Calire Brui) and men's voices in the madrigal sequence of *Lamento della ninfa*; the bright, crystalline accuracy of Sandrine Piau in "Chi voi haver felice"; the extraordinary sombre textures of "Interrote speranze" from book 7, with its pair of tenors, Bernard Loonen and Adrian Brand, emerging from a swarm of buzzing theorbo and lute figures.

But then everything was lit with the same happy inspiration: it was altogether an entrancing occasion, a joyous feast of vital, committed singing.

Alice Tully Hall Thurs: Tallis Scholars directed by Peter Phillips. Sat: Cecilia Cruz, queen of Latin music, with Tito Puente and his Latin Jazz Orchestra. Sun: Kathleen Battle song recital (721 6500).

Carnegie Hall Fri: Mitsuko Uchida piano recital. Sun: Vienna Choir Boys (247 7800).

VIENNA CONCERTS Musikkverein 19.30 Christoph Eschenbach conducts Houston Symphony Orchestra in works by Bartok and Mahler, with piano soloist Zlmon Barto. Fri, Sat, Sun, next Tues: Rafael Fruhbeck de Burgos conducts Vienna Symphony Orchestra in works by Weber, Schumann and Wagner, with piano soloist Bruno Leonardo Gelber. Dec 20, 21: Daniel Barenboim conducts Beethoven. The 1993 New Year's Day concert is conducted by Riccardo Muti (505 8190).

Konzerthaus 19.30 Georges Pretre conducts Vienna Symphony Orchestra in Mozart's Prague Symphony and Bruckner's First. Tomorrow: Wolfgang Hildt conducts. Wed: Sander Vegh conducts Camerata Academica in works by Schubert, Stravinsky and Mozart. Thurs: Frans Bruggen conducts Deutsche Kammerphilharmonie in works by Mozart and Mendelssohn, with piano soloist Olli Mustonen. Fri: Melvyn Tan plays Mozart piano sonatas. Sun: concert of sacred music by Mozart and Gossec. Next Mon: Zoltan Kocsis

piano recital. Dec 19, 21: Adam Fischer conducts concert. performances of Midtride. Dec 31, Jan 1: JE Gardiner conducts Beethoven's Ninth (712 1211).

Staatsoper Tonight and Thurs: Katya Kabanova. Tomorrow: Laviata. Wed and Sat: La boheme with Cecilia Gasdia. Fri: Capriccio with Lucia Popp and Anne Howells. Sun: Nutcracker. Dec 19: Christoph von Dohnanyi conducts first night of Adelf. Dressen's new production of Die Walkure, with Placido Domingo singing his first Siegmund (51444 2950).

Volkoper Tonight: Der Freischutz. Tomorrow: Coppelia. Wed: Don Giovanni. Thurs: Merry Widow. Fri: Der Zigeunerbaron. Sat: Die Zauberflote. Sun: Les Contes d'Hoffmann (51444 3318).

Kammeroper The company marks its 40th anniversary with a new production of Rossini's Il Signor Bruschino, opening tonight. Runs till Jan 23 (Fleischmarkt 24, 513 8072).

THEATRE New production of Kleist's Das Katchen von Heilbronn, directed by Hans Neuenfels, opens at Burgtheater on Sat. Repertory includes Goldoni's The Impresario of Smyrna and Shakespeare's Macbeth, directed by Claus Peymann. New production of Chekhov's Uncle Vanya at the Akademietheater on Dec 18 (51444 2218).

• Tickets for the Staatsoper, Volkoper and Burgtheater are available worldwide for holders of credit cards by ringing Vienna 5131 513.

European Cable and Satellite Business TV

(all times CET)

MONDAY TO FRIDAY

CNN 2000-2030, 2030-2330 World Business Today - a joint FT/CNN production with Grant Perry and Colin Chapman.

Super Channel 0700-0710, 1230-1240, 2230-2240 FT Business Daily 0710-0720, 1940-1950 (Mon, Thurs) FT Business Weekly 0710-0720, 1240-1300 (Wed) FT Media Europe 0710-0730, 1240-1300 (Fri) FT Eastern Europe Report 2240-2245 FT Report.

Sky News 2330-2400, 2330-2350 FT Business Weekly

SATURDAY

CNN 2000-2030, 1900-1930 World Business This Week - a joint FT/CNN production

Super Channel 0800-0800 FT Business Weekly

Sky News 1130-1200, 1730-1800 FT Media Europe

SUNDAY

CNN 1030-1100, 1830-1930 World Business This Week

Super Channel 1800-1830 FT Business Weekly

Sky News 0130-0200, 0530-0600 FT Media Europe 1330-1400, 2030-2100 FT Business Weekly

INTERNATIONAL ARTS GUIDE

BERLIN

CONCERTS Philharmonie Tonight: Dresden Kreuzchor sings Christmas music (817 3364). Tomorrow: Midori, accompanied by Robert McDonald, plays violin sonatas by Schubert, Beethoven, Elgar. Wed, Thurs: Claudio Abbado conducts Berlin Philharmonic Orchestra in first of three programmes placing contemporary works by Rihm, Nono, Berio, Ligeti and Ludzslawski next to Beethoven's piano concertos played by Maurizio Pollini. Second programme is on Sun morning, next Mon and Tues, and final programme on Dec 19, 20 and 21. Also this week: Vladimir Ashkenazy conducts Berlin Radio Symphony Orchestra and Ernst Senft Chorus on Sat evening in Mahler's Das klagende Lied (2548 8232). Schauspielhaus Tonight and tomorrow: Michael Schoenwandt conducts Berlin Symphony Orchestra in works by Britten, Bartok and Dvorak, with piano

soloist Deszo Ranki (2090 2261). West End Estate sings American songs. Thurs, Fri, Sat: Dresden Kreuzchor sings Christmas music. Sun and next Mon: Daniel Barenboim conducts Verdi's Requiem (2090 2156).

Deutschlandhalle Tonight at 19.30: James Brown, Soul II Soul, Incognito (6959 5959).

OPERA/DANCE Deutsche Oper Wed: Madama Butterfly. Thurs: Die lustigen Weiber von Windsor. Fri:

L'italiana in Algeri. Sat: Hansel and Gretel. Sun: Tristan und Isolde with Deborah Polaski and Rene Kollo. Dec 18: new Peter Schaufuss production of Nutcracker (3410 249).

Staatsoper unter den Linden Wed: Der Freischutz. Thurs and Sat: Daniel Barenboim conducts new production of Busoni's Die Brautwahl. Sun afternoon: chamber music concert (2004 762).

Komische Oper Tonight and tomorrow: Eine Nacht in Venedig. Wed: Die Zauberflote. Thurs: La nozze di Figaro. Fri: Cav and Fag. Sat: La boheme. Sun: Prokofiev's ballet Cinderella (2292 555).

THEATRE A new Deutsches Theater production of Sam Shepard's 1980 play True West, a modern version of Cain and Abel, opens at DT-Barock on Thurs, followed on Dec 22 at the main stage by Ostrovsky's The Forest, directed by Thomas Langhoff (2871 225).

Tickets and information for theatre, revues, nightclub shows and concerts available from City Center Theater and

Konzertkasse, Kurfurstendamm 16 (tel 892 6563 fax 892 6567) and Theaterkasse im Europa-Center (tel 261 7051 fax 261 9286).

GENEVA

MUSIC This year's Christmas show at the Grand Theatre is a French-language version of Cole Porter's Kiss Me Kate, only Dec 17-31 except Dec 24 and 25 (311 2311). Petr Altrichter conducts Prague Symphony Orchestra and Chorus in works by Poulenc and Martinu at Victoria Hall on Thurs (310 8611). Other concerts: on Wed, Jesus Lopez-Cobos conducts Lausanne Chamber Orchestra in works by Bach, Mozart, Moret and Haydn; Armin Jordan conducts Orchestre de la Suisse Romande on Dec 16 (311 2511).

THEATRE Farces, an evening of theatre including works by Moliere and Dario Fo, runs at the Comedie till Dec 21 (320 5001). Goldoni's The Rustics, directed by Georges Wod and designed by Ezio Frigerio, opens at Theatre de Carouge on Dec 15 (343 4343).

MILAN

La Scala opens its 1992-3 opera season tonight with a new production of Don Carlo conducted by Riccardo Muti and staged by Franco Zeffirelli. The cast is headed by Luciano Pavarotti, Samuel Ramey, Paolo Boni and Daniela Dessi. Further performances, with cast changes, on Dec 11, 13, 15, 17, 19, 22, Jan

5, 7, 9, 12, 14. The Nureyev production of Nutcracker is revived on Sat for 13 performances till Jan 13 (7200 3744).

NEW YORK

OPERA/DANCE Metropolitan Opera Tonight: Seiji Ozawa conducts Evgeny Olegin, with Thomas Hampson, Neil Rosenheim and Mirella Freni. Tomorrow, Fri and next Mon: La boheme. Wed: Lucia di Lammermoor with June Anderson. Thurs: L'elisir d'amore with Kathleen Battle and Francisco Araiza. Sat: James Levine conducts Die Walkure, with Gwyneth Jones, Jessye Norman and James Morris (362 6000).

State Theater New York City Ballet presents Balanchine production of Nutcracker daily except Mon till Jan 3, except Dec 17, 24, 25, Jan 1 (870 5570).

City Center Alvin Ailey American Dance Theater opens its Christmas season on Wed, runs till Jan 3 (581 1212).

Joyce Theater Ballet Hispanico, daily till Sun (242 0800).

CONCERTS Avery Fisher Hall Tonight's New York Philharmonic concert marks the orchestra's 150th anniversary, with conducting honours shared between Kurt Masur, Zubin Mehta and Pierre Boulez. Wed: Christopher Hogwood conducts Handel's Messiah. Thurs: Masur conducts works by Bartok, Dukas and Dvorak, with violin soloist Isaac Stern. Fri: Andre Watts piano recital (875 5030).

FINANCIAL TIMES

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Monday December 7 1992

A shot across the EC's bows

TOWARDS THE end of Europe's *annus horribilis*, Switzerland has sent its own small shaft into the battered edifice of European integration. Yesterday's Swiss rejection of the European Economic Area and, by implication, the European Community was neither unexpected, nor a disaster. The longer term effects on Switzerland are likely, however, to be negative.

Beyond its frontiers, the No will delay the establishment of the free-trade area between the EC and the European Free Trade Association, which was due to have started in January. The vote delivers another jolt to EC leaders as they confront the larger conundrum: the future of the European Community after its rejection by another small country, Denmark.

Switzerland's history of neutrality and its direct democracy make it a special case. But the vote is a further example of the volatility of electorates. As in Denmark, the Yes campaign was supported by the country's political and business establishment. Yet the people trusted their instincts more than their leaders.

The Swiss government believed the domestic recession, coupled with political changes across Europe, would make voters less resistant to diluting independence. Instead, disarray within and outside their borders may have made the electorate more sceptical about abandoning their formula for wealth and stability. The electorate was not ready to support the Bernese policy of making the EEA a waiting room for EC mem-

bership. The EFTA-EC link would have drawn Switzerland - with the exemption of agriculture - fully into Europe's single market. It would have dismantled some barriers, without allowing the country a part in formulating the EC laws to which it would be subject. Further ahead, Community membership would have integrated the Swiss into the Community's political and monetary union.

It would be regrettable if the electorate's vote against integration added to misgivings elsewhere in EFTA about joining the European mainstream. Yet the EEA can exist without Switzerland. If, through the single market, economic integration continues, more Swiss companies may transfer manufacturing capacity abroad. In view of the sharp split yesterday between French- and German-speaking Switzerland, the larger question centres on the future of the country's own political system. When Europe was split into two blocs, Switzerland gave the appearance of a model of democracy. Now that the cold war has ended, the erstwhile paradigm may itself be weakened by linguistic division. Switzerland is strong enough to weather the short-term economic consequences of the vote.

Restoring Swiss consensus may be more difficult. As Switzerland ponders this loss of consensus, the rest of Europe must face up to the problems caused by the EC's failure so far to reconcile nationalist aspirations with the political structures needed for effective co-operation.

Urban policy

THE GROWTH of an "underclass" in decaying inner-city areas is the most formidable challenge facing western democracies in the 1990s, according to Mr Kenneth Clarke, the UK home secretary. In a thoughtful lecture to the Tory Reform Group two weeks ago, Mr Clarke acknowledged that, even when the economy was growing, it was not automatically the case that a fair share of it trickled down to inner-city residents. A partnership between the public, private and voluntary sectors was needed, he said, to help local communities find their own solutions.

These were fine words, but they were said only days after the chancellor's Autumn Statement which cut the government's urban spending plans from £387m this year to £306m in 1995-96. Within that total, the Urban Programme, the main source of regeneration funds for local authorities, is to be reduced by 66 per cent. The budgets of some urban development corporations will be cut (including that of the nascent Birmingham Heartlands UDC). Only the new Urban Regeneration Agency will receive more by the mid-1990s.

Funding is also to be cut back for City Challenge, the bidding process introduced 18 months ago to encourage inner-city councils to form local partnerships with the private and voluntary sectors to regenerate small areas. In the first two rounds of bidding, 31 of the 57 urban priority areas won £7.5m a year each of government money for five years. Many of the rest were equally deserving and hoped to be successful in a third round. But it is clear from the Autumn

Statement that there will be no further rounds in the next three years. Indeed, the totals set aside for City Challenge indicate that ministers expect some winners in the first two rounds to underspend or fail to secure approval for their detailed plans.

Yet City Challenge is the very epitome of the approach commended by Mr Clarke, widely seen as a success even by local authorities which found the notion of winners and losers hard to swallow. Instead, urban authorities will be able to bid for a much smaller pot of £20m as part of a new scheme, Capital Partnership, designed to encourage councils to raise funds themselves by selling off assets. Capital Partnership may well offset the fall in established urban funding programmes overall, but there is no guarantee that it will be the most needy councils which will benefit.

Such zigzags in urban policy may reflect ministerial comings and goings at the environment department and changes in economic policy after the UK's ignominious exit from the exchange rate mechanism. But this further upheaval in the funding regime for urban regeneration will make it harder for responsible inner-city councils to plan for the future and build the partnerships Mr Clarke commends. It is certainly no way to tackle one of the most formidable challenges facing western democracies. The case for a single funding agency, at one remove from the politicians' grasp, with clear objectives and long-term stability is unanswerable.

Perilous moment

AUTHORITARIANISM is once again haunting Latin America. The second military coup attempt this year in Venezuela and Peruvian President Alberto Fujimori's dissolution of Congress in April underline the fragility of the region's democracies.

In a sense both countries are special cases. In Peru, the threat to the state from the left-wing fanatics of Sendero Luminoso and political stalemate helped to explain, if not to excuse, Mr Fujimori's move. Venezuela, one of the richest countries in Latin America, is still suffering a hangover from the 1970s oil boom and has yet to adapt its economy to a scarcity of resources.

Yet what both are suffering is a crisis of the state, and in this they are not alone. Neither provides the levels of public safety, health, education and other services required by the population, and they are no longer rich enough to buy off troublesome pressure groups. Unfortunately, most Latin American governments are in a similar position.

The temptation, when the going gets rough, is to blame liberalising and budget-cutting reforms. But it is the original system, not the effort to change it, that is responsible. Only by making their economies more responsive to market forces and by showing greater fiscal responsibility will Latin American governments achieve sustainable economic

growth and combat corruption, special-interest politics and misallocation of resources.

Change may be easier for strong governments than for weak ones, yet there are things that all could do to reduce the political risks. They could better communicate the benefits of their policies - pointing out, for example, that it is the poor who have most to gain from reduced inflation. Equally, they should do more to provide targeted help where policies are hurting the poor. They should also have smaller, more professional armed forces, which means initially paying off surplus men.

On balance, most Latin American countries are still on the right track, and deserve continuing international support. Even in Venezuela and Peru there are glimmers of light. The Venezuelan coups failed because the rebels failed to overcome popular suspicion of men in uniforms offering solutions to their problems. In Peru, Mr Fujimori was forced to hold elections last month to reinstate Congress. Without external pressure - mainly through the international financial institutions - it is doubtful whether Mr Fujimori would have made this concession.

Recent political troubles should be taken more as signs of progress than of despair. As De Tocqueville wrote, the most perilous moment for a bad government is when it seeks to mend its ways.

When South Korea's military rulers backed down in the face of mass protests and granted free elections in 1987, the country faced two big questions. Could it achieve the transition to democracy? And could it do so while maintaining the economic success which had made it one of the most dynamic of east Asia's dragon economies?

Next week's presidential elections are proof of progress on the political front. Mr Roh Tae-woo, the outgoing president who is constitutionally barred from standing again, will be the first leader to preside over a peaceful transfer of power since the republic was founded in 1948. For the first time in almost 40 years all of the principal candidates are from outside the military elite.

The race between the three leading candidates is turning into a cliffhanger. There is a ban on publishing opinion polls, but private polling by the political parties suggests that Mr Kim Dae-jung of the main opposition Democratic party is closing the gap on the frontrunner, Mr Kim Young-sam of the ruling Democratic Liberal party (DLP). The third candidate, Mr Chung Ju-yung, founder of Hyundai which is South Korea's largest conglomerate, is winning votes at the expense of Mr Kim Young-sam. He could tip the election in favour of Mr Kim Dae-jung.

In terms of policy, there is little to separate the candidates. All would be regarded as centre-right by western standards, although Mr Kim Dae-jung - a veteran opposition leader who was imprisoned under the military government - is regarded as closer to the labour movement than his rivals. Mr Kim Young-sam was also a leading opposition figure during the 36 years of military rule which ended in 1987. He joined the ruling party in 1990. Mr Chung Ju-yung, meanwhile, unlike his opponents is a political novice. He is the first industrialist to campaign for the Blue House, the presidential office in Seoul.

But whoever becomes the next president, he will face a big economic challenge. Korea's competitiveness and growth have fallen sharply since 1987. Reversing this trend will require economic reforms as extensive as the democratic changes Korea has undertaken.

The reforms are necessary to guide Korea from a *dirigiste* economy controlled by five-year plans to a competitive and deregulated free-market system. They are also needed to achieve the country's transition from a maker of labour-intensive, low-quality products, to a high-tech industrial power.

The introduction of democracy has encouraged economic change by loosening some government controls, such as suppression of the trade unions, which had kept wages low and supported the country's rapid push to industrialise since the 1960s. Reforms have become increasingly necessary, because the expansion of Korea's economy has made it much more difficult to manage by bureaucratic fiat.

"We need to build a new economic structure appropriate to democracy. Our economy is still geared to the authoritarian past," says Mr Park Joo-yoon, economic adviser to Mr Kim Young-sam.

The fact that the economy is the main election issue indicates the healthy state of Korean democracy. The survival of political reforms is no longer an issue as it was in the 1987 presidential election.

The fundamental support for democratic development is in place.

Economic reform is the priority for the winner of next week's elections in South Korea, writes John Burton

Race to unchain the dragon

South Korea: counting the cost of democracy



Kim Young-sam
Democratic Liberal party



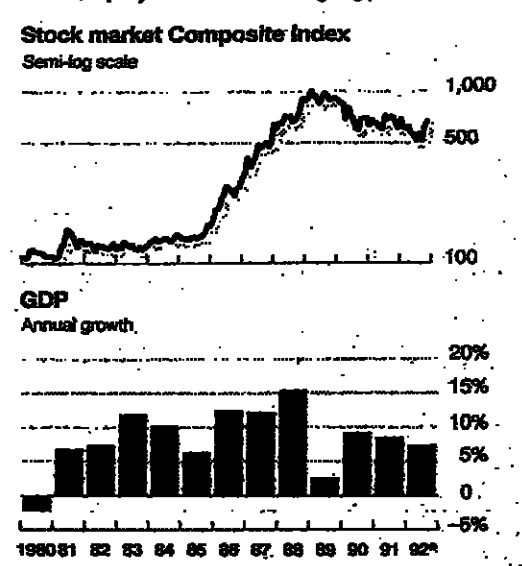
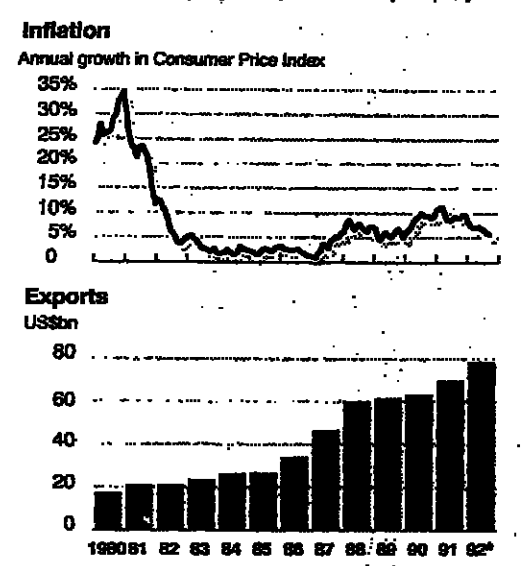
Chung Ju-yung
United People's party



Kim Dae-jung
Democratic party



Roh Tae-woo
Outgoing president



The rise of an affluent, educated middle class is an important factor, and Koreans have grown accustomed to exercising their democratic powers: at least 80 per cent are expected to vote in the election.

The possibility of a military coup is remote. "Direct military intervention is now virtually impossible," says a western diplomat. "The army has become more democratic and the mood of the populace would make it difficult for the military to govern again."

Nonetheless, Korean democracy has some rough edges. Political corruption is widespread. Personalities, rather than ideology, dominate politics, which means that parties are subject to factional infighting.

Korea's current system of democracy is far from perfect. But the country will remain stable politically. The system is still evolving, but the major issues have been settled," says Ms Christine Hill, a political analyst for the Seoul office of stockbroker W.I. Carr.

The progress of democracy means that Korea's new president can devote more attention to the economic rather than political reform. The economy has fluctuated sharply in the past five years: growth in real gross national product fell from 13.1 per cent in 1987 to 6.8 per cent in 1990, rebounded to 9.3 per cent in 1991, before slowing again. In the third quarter of this year, GNP rose by just 3.1 per cent,

the smallest quarterly increase since 1981, when Korea was reeling from the slowdown in the international economy prompted by the Opec oil price shock.

There are several factors behind the erratic performance. One is the growth of the previously suppressed trade union movement and the strong negotiating power that workers have in an economy where the unemployment rate of just 2.4 per cent has created labour shortages. Between 1988 and 1991 wages increased by an average annual rate of 20 per cent, eliminating Korea's advantage as a source of cheap labour. The rise in labour costs was not matched by productivity gains.

The result was a sharp fall in competitiveness. Export growth fell from 28 per cent in 1988 to 3 per cent in 1991.

The current account, which hit a peak surplus of \$14bn in 1988, fell into a deficit of \$3.7bn last year.

Faced with this downturn, the government panicked. It launched the biggest infrastructure programme in the nation's history, including the construction of 2m housing units, in an attempt to compensate for falling exports with stronger domestic demand. But this caused the economy to overheat, by creating inflationary shortages of labour and construction materials. Inflation climbed from 5.7 per

cent in 1989 to 9.7 per cent in 1991, prompting another rethink in policy. The result was a decision to cool the overheated economy earlier this year by squeezing the money supply and by postponing public expenditure projects. This caused the current slowdown in growth.

The government and most private economists believe that the economy is now showing signs of sustainable improvement. Growth in average wages is expected to slow to about 10 per cent this year and unit labour costs to fall next year as productivity improves. As a result, the Bank of Korea, the country's central bank, predicts that inflation will slow to 6 per cent this year.

On the trade front, too, there are grounds for optimism. Import growth has slowed to a single-digit rate, while exports are this year expected to rise by almost 10 per cent. Part of this improvement reflects a depreciation of the Korean currency, the won, and a shift by exporters away from the markets of the US, Japan and Europe to faster growing markets in south-east Asia and China. The current account deficit is expected to narrow to \$4.5bn this year and the government forecasts a surplus by 1994.

Although most economists in Seoul expect that it may take another year for Korea to return to steady growth, the new president will then have a more secure base to tackle the main structural chal-

lenges confronting the economy. These include:

- Strengthening industry's technological capability. Korea's export success - which has made it the world's 11th largest trading nation - has been based on the mass production of low-technology, high-volume goods. But the increase in the costs of production, particularly labour costs, is forcing Korean companies to produce higher quality, more sophisticated products.

- To achieve this, industry needs to spend much more on developing technology. Total annual corporate research spending in Korea amounts to \$4.5bn, about the equivalent of research investments made by General Motors or IBM, according to the Korea Development Institute, the government policy centre. Only a handful of companies, such as Samsung Electronics, one of the world's largest manufacturers of memory chips, and Hyundai Motors, the country's largest car manufacturer, have large research budgets at present.

- The government wants to raise research spending from 1.7 per cent of GNP to 5 per cent within the next decade. To achieve this target it is offering tax incentives to encourage corporate research. It is also giving funds to joint government-business projects, such as plans to develop advanced memory chips and high definition television systems.

- Financial liberalisation. Government control of the banking system, in particular its setting of borrowing rates, has resulted in an inefficient distribution of capital. Interest rates are 5-7 percentage points higher than international borrowing rates, depriving companies of the capital necessary for investment in research and machinery and placing a heavy burden on their balance sheets. This puts Korean industry at a competitive disadvantage with regional rivals where the cost of finance is much less.

- The government has drawn up a plan for deregulating the country's capital markets, but implementation of the most important reforms has been delayed until 1997. This is largely the result of pressure from the economic bureaucracy, which jealously guards its control of credit, and from the commercial banks which are vulnerable to the competition which would result from financial liberalisation.

There is agreement among the presidential candidates that government intervention - in particular of the financial system - is hindering economic development and that reform is necessary. "The government likes to keep its fingers in the economy, but it is running out of fingers as the economy becomes more advanced. It can no longer manage the economy as it once did," says Mr Yoo Jong-keun, economic adviser to Mr Kim Dae-jung.

Whether any of the presidential candidates will have the commitment to tackle the bureaucracy remains to be seen. "Every candidate says he wants to deregulate. But politicians have similar mindsets to bureaucrats, they want to keep power," argues Mr Lee Hahn-koo, president of the Daewoo Research Institute.

Keeping power may mean exercising a lighter grip on it. The next president will be judged by his ability to rekindle the economy. He may well conclude that loosening the government's control of the allocation of financial resources is the best way to achieve this. Deregulation would not only improve the country's industrial performance, but also transform Korea into a more democratic state by diluting bureaucratic power.

Samuel Brittan

Faults in EC package



The so-called EC growth package lies mainly in the realm of gesture politics. The £600bn a year injection of demand, first mooted in Brussels, was obviously meant to be 1 per cent of Community GDP - something like its budget - rather than a specific programme. The likely EC action, involving the European Investment Bank, is about a tenth of that amount.

Meanwhile the British government mainly wants to give the label "growth package" to what it has already announced in the Autumn Statement in which it supposedly "rebalanced" expenditure and which it holds out as an example to other governments. As for the genuine growth package proposals, there is a danger that they will come too late. They are being brought up just as the first signs of recovery are appearing in at least some parts of the international economy. There is thus a risk of aggravating rather than dampening the boom and bust cycle. The risks of mistiming are greater at the international level, where the lags between diagnosis and policy implementation are even longer than they are domestically.

Admittedly, mere signs that output may no longer be dropping (outside Germany) or could be rising slightly do not themselves make a growth package mistimed. An anaemic recovery which increased the gap between actual and potential output, and was accompanied by high and rising unemployment, would still be a case for treatment. But would a conventional package be the right treatment for such below-par performance?

The one precedent we have to go on is at the level not of the EC, but of the Group of Seven countries at the Bonn summit of 1978. This was undertaken fairly late in the recovery phase of the business cycle, when it was felt that the upturn was not strong enough to make a sufficient dent in world unemployment. The centrepiece was a promise by the German government to stimulate demand by 1 per cent of GDP.

MAD participants subsequently concluded that it had all been a mistake and merely aggravated the inflationary boom of 1979, which coincided with the deposition of the Shah of Iran and the consequent shock to oil prices. Some, such as the former German Chancellor Helmut Schmidt, changed their minds more than once on the issue.

A proper analysis, either of the 1978 package or the one suggested now, would have to take account of the elementary fact that a fiscal stimulus - whether government spending or a monetary relaxation

when all the talk is of infrastructure projects. It is taken for granted that bridges, roads and buildings must add to GNP. This is to reckon without the more far-reaching effects on wages, prices and interest rates, and second and third-round effects in general.

There is a more far-reaching criticism. It is taken for granted that, if the economy needs a kick-start, it must always take the form of public investment and never of tax cuts. There is no warrant for such belief, which is simply a return to the conventional wisdom of the pre-Thatcher and pre-Reagan eras, without anything having been learnt in between. If it really is true that the European economy needs a demand stimulus, and that stimulus has to take in part a fiscal form, then it is just as appropriate to have temporary tax cuts.

A tax cut is quicker to implement, and quicker to reverse. It is not, of course, plain sailing. An income tax cut known to be temporary might have reduced effects on spending. On the other hand, a temporary VAT cut might bring people into the shops more quickly, but would not have the same incentive or supply-side effects. Nevertheless any kind of temporary tax cut would avoid the danger of a continuing upward drift in national debt ratios.

Above all it would avoid the danger so apparent in the British plans, which show public expenditure rising to more than 45 per cent of GNP next year. The alternative of a concerted tax cut among several countries is moreover much less open to the objection that the extra spending will leak abroad, as one country's leakage will be another's stimulus. We are mainly talking about the need to find some fiscal kick-start until German interest rates begin to tumble, as they surely will before we are many moons older, and for that purpose, a temporary tax cut meets the bill admirably.

A concerted tax cut is less open to the objection that the extra spending will leak abroad

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THE WINES OF
Ernest & Julio Gallo

Twelve men in search of a common meaning

At Edinburgh, EC leaders face the daunting task of clarifying the concept of subsidiarity, say Andrew Adonis and Andrew Tyrie

The European Community's leaders will try again at this week's Edinburgh summit to make sense of subsidiarity, the idea enshrined in the Maastricht treaty that Brussels should not interfere in matters best left to member states.

A year ago, subsidiarity seemed an elixir for all the Community's ills. Back in 1989, when Mr Jacques Delors, the European Commission president, was seeking to exorcise Lady (then Mrs) Thatcher's nightmare vision of a "European super-state", he invoked it as the means to reconcile "what for many appears to be irreconcilable: the emergence of a united Europe and loyalty to one's homeland; the need for a European power capable of tackling the problems of our age and the absolute necessity to preserve our roots".

The history of the term should have made us suspicious from the start. For subsidiarity is a chameleon, changing its colour to suit the beholder. To the Vatican in the 1930s, it meant keeping Mussolini's fascist tentacles out of Italian education. For postwar Germany, the term helped provide a justification for a federal division of powers between Bonn and the Länder.

Subsidiarity is really no more than shorthand for two platitudes as old as politics itself: that political authority should be exercised at the level most appropriate to the function in question; and that government of any kind should supplement, not replace, action by individuals and families.

Turning those maxims into a constitutional principle regulating the Community's authority was always bound to cause trouble.

It came at Maastricht. The formula agreed in Article 3b conflates a hotchpotch of vague and conflicting meanings. One sentence permits Brussels to do whatever is "necessary" to achieve any of the treaty's widely-drawn objectives (eg "to promote economic and social progress"); another states that, in areas of shared competence, Community action will be tolerable only if a specific policy goal cannot be "sufficiently achieved" by member states. In the latter case, Brussels may act if it believes it can do better "by reason of the scale or effects of the proposed action". Since the treaty does not demarcate areas of "exclusive" and "shared" powers, the scope of subsidiarity is left as unclear as its definition. Even if it were clear, there is no agreement on whether it is applicable at all in areas of



exclusive competence, such as agriculture, where the treaties oblige the Community to act. The British government asserts that it is the Commission that is not. As Lord Mackenzie-Stuart, former president of the European Court, writes in a foreword to our study of the issue published today: "The paragraph on subsidiarity is a disgraceful piece of sloppy draftsmanship, so bad that one is forced to assume it must be deliberate."

Deliberate or not, the ambiguity has enabled every Com-

munity politician to claim it for his own. Mr Major hails subsidiarity as a triumph for decentralisation, even a licence to repatriate existing Community activities. The poorer states invoke it to support an extension of Community policies, often travelling under catchphrases such as "cohesion", which will enable them to obtain budgetary transfers - transfers they are clamouring to increase.

As for the Commission, its latest document on the subject asserts that "the subsidiarity

principle regulates the exercise of powers rather than the conferment of powers". This is a pointless distinction for those large fields of potential Community competence agreed at Maastricht, within which subsidiarity was intended to act as an effective check. Or rather, its only point is that it gives an initial presumption that the Community may act, fortified by the document's insistence on subsidiarity going hand-in-hand with the principle of "proportionality".

Euro-jargon, meaning: "don't use a sledgehammer to crack a nut". By that interpretation, subsidiarity is largely about the management of Community action. Since Article 3b will be justiciable, all this promises to turn the European Court of Justice into a cockpit of controversy, forced to reach political decisions on political criteria. A standardised speed limit, environmental impact assessments and a waste land fill directive "necessary" to fulfil the Community's obligations? Can protection for animals in zoos, or harmonisation of company

law, be "sufficiently achieved" by member states, or do the "scale or effects" justify intervention from Brussels? The judges may soon have to decide.

Despite this farrago, Article 3b - and subsidiarity are bound to stay. Renegotiation would be too dire a prospect for the EC's leaders to contemplate. So what is to be done?

For subsidiarity to have any chance of providing an effective basis on which to arbitrate between conflicting views of the Community interest, the minimum task at Edinburgh is to improve Article 3b in three ways: by defining it less ambiguously; by clarifying its scope (what it does and does not apply to); and by giving it teeth with a "subsidiarity veto".

● Definition. The words "scale or effects" need to be defined more closely. Commission initiatives should be limited to proposals on policies which, if left to member states, would have appreciable cross-border consequences, or to policies which can be shown to achieve significant overall economies of scale. To focus attention on this subsidiarity test, and provide a basis for adjudication by the Court should it be sought, the Commission should be required to justify its proposals in those terms, and the Council of Ministers should append a subsidiarity statement to all legislation it enacts.

● Scope. Subsidiarity, however defined, should apply to existing Community policies, and to action proposed within areas currently held to be the exclusive competence of the Community.

● Subsidiarity veto. Where any two member states believe a proposed measure is incompatible with subsidiarity as defined above, they should be able to exercise a suspensory veto - that is, a power to refer for further consideration on grounds of subsidiarity any proposal for a period of up to two years.

"Strange fate for a word to have a use before a meaning," remarked Mr François-Xavier Ortoli, a former Commission president, recently. If subsidiarity does not acquire an agreed meaning soon, it will be of little use, and much danger, in the times of adversity already engulfing the EC.

* Subsidiarity: No Panacea, European Policy Forum, 20 Queen Anne's Gate, London SW1H 9AA, ES.

Andrew Tyrie, a former adviser to John Major, now an economist at the European Bank for Reconstruction and Development, writes in a personal capacity.

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

Supervisor training crucial

From Mr Howard A J Jordan.

Sir, I agree wholeheartedly with your correspondent Peter Marsh ("Japanese find UK lacks supervision", November 26) on the subject of supervisor training.

For a number of years now I have been beating the drum in Scotland to encourage companies to appreciate the benefits of training their first-line supervisors. And only recently, in the last 18 months or so, have companies really started to address the problem.

It is unfortunate that it has taken a comparison with another country - Japan - to show just how important it is for a firm to develop its people. Not only for the firm to benefit, but also to give the work force the necessary skills to compete in the world market.

As your article points out, a supervisor is not only someone who is familiar with technology and machines, but is also skilled in human relations and creating team spirit. The role of the supervisor in industry is changing rapidly with the introduction of more flexible manufacturing systems and the development of "flatter" organisational structures. This increases the importance of the improved selection of the supervisor and the provision of training with greater breadth and depth.

Government must recognise the need for a higher standard of supervisor training, and training and enterprise councils and local enterprise companies should encourage the provision of such training.

Howard A J Jordan, chief executive, Scottish Engineering, 105 West George Street, Glasgow G2 1QL.

Tax point

From Mr N Duck.

Sir, Now that Her Majesty the Queen is to become a taxpayer, should we expect to see the "By appointment" crest on our 1993-94 tax return?

N Duck, 29 Portersfield Road, Norwich NR2 3JT

Location inspires long-standing indecision in the EC

From Rüdiger von Wechmar, MEP.

Sir, Observer noted in "Talking heads" (December 3) that Euro ministers could not agree on the location of a future European Drugs Agency. The question of seats for European institutions, and the hassles between member states that go with it, is now 41 years old.

Even today, the EC Commission, the Council and the European Parliament have no permanent seat. The EC Council, composed of ministers from national governments, has to decide unanimously on matters

of seats or locations. Unanimity could not be reached in the past because France insists that, first, Strasbourg must become, officially and finally, the seat of the European Parliament.

Several other decisions are pending, such as the location of the European Environmental Agency and the future central bank.

In 1951, the foreign ministers of the six-nation Coal and Steel Community tried, and failed, to decide where the future capital of Europe should be located. I was then a United Press correspondent covering that meet-

ing in Paris. It was 3.30 in the morning after endless hours of discussion when Konrad Adenauer emerged from the conference room, shaking his head, murmuring "poor Europe". Each member state had made several proposals, he said, "but when Luxembourg suggested (as its umpteenth proposal) to have Europe's capital in Mondorf-les-Bains, I left. I do not even know where it is and how it is spelt."

That was 41 years ago. Rüdiger von Wechmar, D-8000 Munich, Amalienstrasse 45, Germany

Esoteric, burdensome index

From Mr Martin Arbib.

Sir, The sole purpose for which my fund managers turn up to work is to achieve above-average investment performance - whether it be gauged from beating an index or making superior returns to our competitors'. Our UK department has achieved significant success in this objective over the years.

The additions to the FT-A All-Share Index list in your paper on December 4 include such esoteric names as TR Pacific Investment Trust, EFM Dragon Trust, Foreign and Colonial Germany Investment Trust, Martin Currie Pacific Trust, German Smaller Companies Investment Trust, Abtrust New Dawn, etc. Our clients

investing specifically for UK investment in our UK funds would not appreciate it if our UK fund managers invested in a selection of these investment trusts. The inclusion of these 100 per cent overseas investment trusts in the FT-A All-Share Index places an additional and unnecessary burden on our UK fund managers in years when the UK market underperforms other world markets, particularly if I reviewed their salaries on how they have performed against all cases.

Marvin Arbib, chairman, Perpetual, 45 Hart Street, Henley-on-Thames, Oxfordshire RG2 2AZ

Duly noted

From Mrs Lorna Sinclair.

Sir, We note Mr Nuttall's letter of December 2. We do not comment in public on any individual case, respecting confidentiality, but would like it to be known we are following up this matter direct with Mr Nuttall.

On a general point, we operate within a tightly defined legal framework and are accountable to parliament for the way in which our business is carried out. Our aim is always to deal sensitively with all cases. Lorna Sinclair, head of information, HM Customs and Excise, New King's Beam House, 22 Upper Ground, London SE1 9PJ

Chapter 11: a good means to get things right

From Mr Richard J Singer.

Sir, The article, "Stepping back from the brink" by Mr Thomas Wyatt (Management, December 1) was of great interest.

CVAs (Company Voluntary Agreements) appear remarkably similar to Chapter 11 of the US Bankruptcy Code, save some of the legal safeguards. The benefits of Chapter 11 often outweigh the risks, even in the litigious US. The company remains in operation. Employees still have a job. Contingent liabilities, which are often very sizeable, can be

retired in an orderly manner. Furthermore, and rarely considered, customers are not left high and dry.

Most important, management which best knows the business and how the company got into trouble, is empowered legally with the responsibility to get things right. The result is often a company which reinvents itself. A company which is forced to focus on every available resource in order to extract maximum value.

Chapter 11 thus has not only the obvious economic ratio-

nale. It is also a potent fine-tuner of human capital. Assuming that those most damaged by the past will learn from mistakes, the Debtor in Possession (as called in the US) of necessity becomes a more flexible, a better "educated" and a more creative manager. A step back from the brink can be a galvanising event on the way to greater capabilities for the survivor. Richard J Singer, president, Singer Products Export Co, 107 Northern Boulevard, Suite 400, Great Neck NY 11021

OBSERVER

Meaningful dialogue

Whatever the contention over who is to be the 1992 European of the Year, there is no doubt about the EC's Word of the Year. "Subsidiarity" wins by a landslide.

A search of the FT database reveals that Britain's broadsheet newspapers have so far employed the dread term 1,437 times since last December. That is quite an achievement, considering - as the article above shows - there is as yet no officially agreed definition.

Filling the semantic gap will be one of the tasks for European Community emissaries at the coming weekend's dialogue in Edinburgh. Any temptation to feel sorry for them should be resisted, however, because the EC leadership brought the task on itself with its communiqué on economic and monetary union following the June 1989 Madrid summit.

Before 1989 there had only been three references to the term - which means, broadly, taking decisions at the appropriate level. But although the Madrid conferees had the decency to put the word in tentative inverted commas, after them came the deluge of obscurity.

So it is right for their successors to have the job of clearing up the confusion. If all else fails, they might at least ban the term entirely from the Edinburgh summit's official emanations.

...the menace

Lord Healey's banishment to the Upper House has not blunted his ability to sum up his Tory opponents.

The 75-year-old peer - who

as plain Denis won a place in the Oxford Dictionary of Quotations by likening the impact of Lord Howe's debating skills to "being savaged by a dead sheep" - produced a few more sallies yesterday on breakfast TV.

For starters, Healey thought Premier John Major resembled Eddie the Eagle so far from being up to the job that there were rumours he was in line to run the game show, "Sorry, I Haven't a Clue". To follow, he had embattled the chancellor of the exchequer, Norman Lamont, behaving "like a disgruntled chihuahua".

Initially free

FT, Britain's biggest company, seems to be taking penny-pinching to a ridiculous extent. It contacted a colleague's husband the other day to ask whether he wanted all four of his initials to appear before his surname in the phone directory for his about-to-be-purchased house. He could have three for free, but the fourth would cost him \$3 a quarter extra.

Obviously a new money-making rule; he has all four in the 1992 directory without having incurred the extra charge.

Speech therapy

South African society has always had a first-world and a third-world sector, and never the twain did meet. But now the first-worlders are to get access to the healing powers of the third world via Telkom, the state telephone monopoly.

For R8 a minute (£1.20), anyone with a phone can consult a sangoma or traditional Zulu spiritual healer, to cure ailments of the mind or body. The sangoma will in turn consult the caller's



"I want to take out a loan to pay off my bank charges"

ancestral spirits to find out the cause of the ailment and the cure. (That is done through mystical channels, without recourse to Telkom, it seems.) Given that 80 per cent of South Africans regularly consult traditional healers, the service could well prove popular.

If callers do not like what the sangoma has to say, however, they can try Telkom's alternative services: SexTalk, LoveTalk or the Princess Diana tapes.

Holding on

News that a replacement is being sought for James D Robinson III - chairman, chief executive and chief quality officer of American Express - raises the question of whether he would have been allowed to cling on for so long if he had not combined the role of chairman and CEO.

American Express's spectacular growth in the 1980s and 1970s owes much to Robinson's predecessor, Howard Clark, who dominated the company for 17 years as both chairman and chief executive. However, one of the

perks - and dangers - of a powerful chairman is that he gets to choose his replacement.

Hence Robinson's appointment in 1977, followed fairly soon by the departure of his main rival for the top job, Roger Morley. Since then Robinson has held sway in America's second-most powerful boardroom, as witness his seemingly influential role in the search for his successor.

Until very recently, combining the role of chairman and chief executive has been the norm in most US boardrooms. According to headhunter Korn/Ferry International only 28 per cent of major US companies split the job of chairman and chief executive, and no more than 5 per cent of large businesses appoint an independent director rather than a retiring insider as chairman.

Nevertheless the recent reshuffle at General Motors, where retired Procter & Gamble chairman John Smale has taken on the GM chairmanship, suggests that fashions are changing.

If a blue chip like American Express were to follow suit by impacting an independent chairman - instead of just passing the job on to faithful Harvey Golub - it might even be worth calling a trend.

Horse sense

Certain readers have been aggrieved by Observer's report that the City of London police horse named after past police committee chairman Geoffrey Gass is being called, not by his surname as is customary, but Geoffrey.

"I can understand a reluctance to name the poor animal Gass," writes Alison Bailey of Hamburg, "but why not just use the ex-chairman's initials?" "Gee-Gee has a certain ring to it..."

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FINANCIAL TIMES

Monday December 7 1992

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Russian Congress may vote to remove Yeltsin's prime minister

Gaidar at centre of power battle

By Leyla Boulton in Moscow

MR Boris Yeltsin's parliamentary opponents, smarting at their failure at the weekend to deprive the Russian president of his power to form governments, are likely to return to the offensive today by refusing to endorse Mr Yegor Gaidar as prime minister.

Members of the Congress of People's Deputies hope to put a stop to economic policies they have described as "contrary to the interests of Russian citizens" by voting to remove Mr Gaidar, the acting premier whose name has become synonymous with market reform in Russia.

In last minute brinkmanship, the government last night issued a statement warning Congress

that it would resign en masse unless Mr Gaidar was approved as premier, the only post which would allow him to "effectively conduct reforms".

Congress's failure - by four votes - to endorse a move giving parliament the right to appoint the cabinet spared the country a constitutional crisis. The president did hint that he would have dissolved the full parliament had it taken any other decision.

Even if Mr Gaidar's endorsement is defeated, President Yeltsin can still keep him on as acting prime minister for another three months, while he comes up with another candidate.

Such a vote against Mr Gaidar, coupled with a Congress resolution calling his performance

"unsatisfactory", would make life more difficult for the government in the interim.

President Yeltsin's negotiations with the centrist Civic Union group may yet result in a compromise which would alter the composition of the cabinet while finding some way for Mr Gaidar to retain control over economic reforms - which have already moved a long way to accommodate many opposition demands.

Mr Alexander Shokhin, a deputy prime minister, said the result of today's vote would depend on "the mood of the deputies" following the failure of their attempt to curtail President Yeltsin's powers on Saturday.

In secret ballots held on Saturday, the Congress also failed to

secure other constitutional amendments giving it the right to veto the creation and disbanding of various ministries.

But Mr Russian Khasbulatov, the parliament's chairman who has orchestrated opposition to Mr Gaidar, warned President Yeltsin that his victory at the weekend was only temporary. "If you continue to strive for absolute rule, this Pyrrhic victory will be the last one and it will lead to the destruction of our country."

Mr Vladimir Shumelko, the first deputy prime minister, said the government's main challenge now was to achieve tangible successes in time for the next Congress scheduled for April.

Background, Page 3

Scale of Somalia's agony to challenge relief effort

By Julian Ozzanne in Bardere

In the midday heat yesterday, one of Bardere's 60 grave diggers dragged two small corpses wrapped in white cotton shrouds on a wooden harness along a dusty track.

In the distance, in the middle of a vast field of freshly-turned earth mounds, a colleague was busy with a pick-axe digging a shallow grave - his tenth before midday.

Without ceremony or grief, the bodies of the children aged seven and nine were buried in unmarked graves along with thousands of others who have died in the past three months in Bardere, a tumble-down town which is the scene of some of the worst horrors in war-ravaged Somalia. Bardere is 300km west of Mogadishu, the capital.

Throughout the country at least 300,000 people have died this year and a further 500,000 to 900,000 are facing imminent death from starvation unless food is delivered within the next eight weeks.

US marines poised offshore to land in Somalia within the next 48 hours will have to wade swiftly to deal with the appalling situation in Bardere and other towns if they are to achieve their humanitarian mission. The US military intervention, which will number 28,000-33,000 troops by Christmas, will set a precedent for massive foreign action in Africa to guarantee the delivery of food aid to starving people.

Observers say it will be relatively easy for the large and well-armed force to secure Mogadishu on the coast and the southern port city of Kismayo. Much more difficult will be launching a big operation to take food and relief workers by truck, aircraft and helicopter to the inaccessible south-western "triangle of death" between Bardere, Kismayo and Baidoa - including the marginalised Bantu people living along the Jubba river.

In an intensive feeding centre of sticks and plastic sheeting near Bardere's graveyard, at least

a dozen skeletal children were yesterday sliding hopelessly and apathetically towards death from hunger and related sickness - too weak even to get up and defecate outside. A Somali aid worker approached a mother holding her dead child and gently took the girl out of her arms. The loss of a third child in three weeks left the mother too stunned to weep.

At another feeding centre nutritionists were yesterday registering severely malnourished

children. A 14-year-old girl, her skin wrinkled over her bony body and ribcage, was weighed at 16 kilograms - just over half the average weight for a girl of her age and height.

Aid workers grappling with the catastrophe in Bardere say death, disease, and hunger have gripped the district's 170,000 people in a tragedy of biblical proportions. According to the US-based charity Care, 160 people, mostly young children and women, die in the town every day.

A seemingly pointless civil war has inflicted remorseless suffering on the people. The town has changed hands three times in the past 18 months and each time things have got worse as militia gunmen go on a rampage of looting and rape. Two months ago Bardere fell to the clan-based faction led by Gen Mohamed Said Hersi Morgan. Aid workers had

to be evacuated and the death rate rocketed from about 35 a day to 307. Gen Morgan immediately mined the road from Bardere to Dinsor, the front line, preventing aid workers from reaching the villages where people are dying an unseen death.

Since aid workers returned in late October they have been hampered by looting, banditry, hijackings and endless negotiations with Gen Morgan's officials. Last Friday, at 2.30am gunmen guarding a UN compound broke inside, stole 3m Somali shillings (£770) and hijacked the UN's only four-wheel drive car.

Aid aircraft flying food into Bardere have been shot at. Care has been forced to pay \$58m a week in wages to armed guards supplied by Gen Morgan. It has also been forced to give the gunmen diesel fuel.

"The security problems are beyond the ability of Gen Morgan's officials to control," said Mr Robert Allan, Care's representative in Bardere. "They don't have the capacity to control the looting and anarchy."

"There are young nomads and cattle herders who have lost everything to looters who have now taken up guns as a way of making a good living. It's become increasingly difficult to get food to those in need." US forces will have to confront these security problems which have defeated massive efforts by the international aid community to feed Somalia for the past nine months.

People in Bardere have long ago lost their humanity, their dignity and, more importantly, any sense of hope. While many people feel the US effort is "too much, too late" there is still a hope that tens of thousands of lives could still be saved. But the children, at best, face a life which will be permanently stunted physically and emotionally.

US initiative welcomed by Somali warlords, Page 4

Bentsen set to head Treasury department

By George Graham in Washington and Louise Kehoe in San Francisco

US President-elect Bill Clinton is expected to announce the first appointments to his administration this week, beginning with an economic team headed by Senator Lloyd Bentsen of Texas.

Mr Bentsen, who as chairman of the Senate finance committee has long been familiar with tax and economic issues, is now thought to be all but certain to be named Treasury secretary.

Clinton aides refused to comment on the nominations, but said he was "on the verge" of making an announcement.

The post of deputy Treasury secretary is now widely expected to go to Mr Roger Altman, vice-chairman of the Blackstone investment banking group, with another investment banker, Mr Robert Rubin of Goldman Sachs, likely to be the principal economic adviser in the White House as head of a new Economic Security Council.

Congressman Leon Panetta, chairman of the House of Representatives budget committee, is the front-runner to become director of the Office of Management and Budget, although Ms Alice Rivlin, a former director of the Congressional Budget Office, is also thought to be in contention.

Mr Clinton has been in no great haste to name his cabinet, although he has appointed teams to cover the transition until his inauguration on January 20. Key nominations in the foreign affairs and national security arena may not come for several more days.

The process has been slowed by the need to conduct thorough background checks on potential nominees and by Mr Clinton's insistence on tough new ethical standards barring members of his administration from future dealings with their agencies.

Mr John Young, the recently retired president and chief executive of Hewlett-Packard, the computer and electronics manufacturer, has withdrawn his name from consideration for a formal role in the administration. He had been widely expected to be appointed to a cabinet position, possibly as commerce secretary.

His substantial stock and stock options holdings were seen as a barrier to his participation in the administration because they might create the appearance of a conflict of interest.

Some members of the Clinton transition team have begun to wonder whether the new ethics rules may not prove counterproductive by deterring well-qualified candidates for administration posts, particularly at mid-levels.

The Democrats will retain a 57 seats majority in the Senate, to the Republicans' 43, following the victory of Mr Kent Conrad in Friday's North Dakota by-election. Mr Conrad had earlier decided after a single six-year term as senator not to run again for his old seat, which was won by another Democrat in the general election on November 3. He then changed his mind and ran for the seat left open by the death of Senator Quentin Burdick.

India faces crisis as militants storm mosque

Continued from Page 1

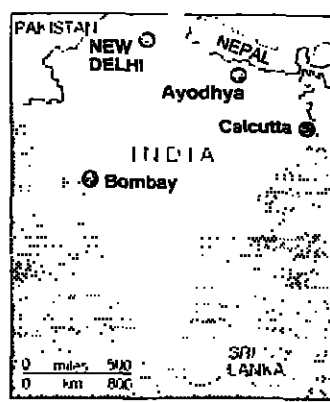
by Mr Rao for its inability to abide by the Supreme court order to protect the disputed structure.

A special hearing of India's highest court was convened to assess the "grave constitutional crisis" caused by a constitutionally elected government not being able to uphold the court's orders.

"This is the first time an assurance by the state government that it will protect the structure and carry out the court orders

has been violated," it said. The BJP and some leaders of its more militant allies, the Vishwa Hindu Parishad and the Rashtriya Swayam Sewak Sangh, termed the Ayodhya incident "unfortunate", but said it was "an indication of the depth of popular feeling about the construction of a Hindu temple where the mosque stands."

The leaders reiterated their commitment to construct the temple, as thousands of men, women and children continued to mill around the disputed site till late last night.



Swiss reject closer European ties

Continued from Page 1

the language communities "was a subject of great concern", and he called on all Swiss to unite.

The most important immediate result of the vote may be decisions by companies to move production out of Switzerland into other European countries. During the campaign, the pharmaceuti-

cal group Roche said the outcome could influence where it built a \$150m (\$90.9m) vitamin plant.

Sulzer Brothers said it might build a \$150m factory to make artificial joints elsewhere because it would be difficult to get EC certification for Swiss made products.

Mr Arnold Koller, the Swiss justice minister, said the country

would now have to accelerate the adaptation of many of its laws to EC standards, including those aimed at eliminating cartels.

As a member of EFTA, Switzerland would continue to have a free trade relationship with the EC in most products. Mr Georg Roisch, secretary general of EFTA, said he was "extremely disappointed" by the vote.

World Weather		°C °F		°C °F		°C °F		°C °F		°C °F											
		Boulogne	-	13	55	Frankfurt	F	29	Mayrca	S	13	55	Osaka	F	10	50	Tokyo	F	10	50	
		Buenos Aires	S	1	34	Geneva	F	0	32	Moscow	S	19	66	Paris	S	0	32	Toronto	F	0	32
		Bombay	S	2	36	Glasgow	F	20	68	Manila	S	29	84	Perth	S	0	32	Washington	F	0	32
		Cairo	S	17	63	Hankow	F	21	70	Medan	F	29	84	Rangoon	F	29	84	Yokohama	F	29	84
		Cebu	S	21	70	Helsinki	S	0	32	Montreal	F	19	66	Reykjavik	F	18	64				
		Hong Kong	F	0	32	Hong Kong	F	22	72	San Francisco	F	10	50	Stockholm	F	10	50				
		Cape Town	F	0	32	Imbabuk	F	17	63	Shanghai	F	17	63	Singapore	F	29	84				
		London	F	14	57	Manila	F	1	34	Singapore	F	29	84	Sydney	F	22	72				
		Los Angeles	F	0	32	Casablanca	F	18	64	Inverness	F	4	39	Miami	F	14	57	Warsaw	F	10	50
		Madrid	F	10	50	Chicago	F	0	32	Islamabad	F	5	41	Montreal	F	0	32	Washington	F	0	32
		Manila	F	29	84	Calgary	F	4	40	London	F	11	52	Moscow	F	29	84	Yokohama	F	29	84
		Perth	F	0	32	Copenhagen	F	5	36	Manila	F	29	84	Manila	F	29	84				
		Rangoon	F	29	84	Cebu	F	15	60	Johnnabur	F	29	84	Nairobi	F	37	99				
		Sao Paulo	F	23	73	Dallas	F	10	50	London	F	10	50	Nairobi	F	37	99				
		Singapore	F	29	84	London	F	0	32	London	F	0	32	Nairobi	F	37	99				
		Taipei	F	22	72	Los Angeles	F	0	32	Los Angeles	F	0	32	Nairobi	F	37	99				
		Tel Aviv	F	22	72	London	F	0	32	London	F	0	32	Nairobi	F	37	99				
		Washington	F	0	32	London	F	0	32	London	F	0	32	Nairobi	F	37	99				
		Yokohama	F	29	84	London	F	0	32	London	F	0	32	Nairobi	F	37	99				

THE LEX COLUMN

Private reservations

Since the government is intent on mopping up the lion's share of institutional cash flow in the gilt market, the onus of supporting equities next year may fall on small investors. Conditions are promising: on a prospective yield over 4.5 per cent, the equity market now gives bank and building society accounts a run for their money. A stampede out of deposit accounts has supported US equities at levels which look optimistic set against sluggish growth in corporate earnings. So far, though, UK small investors appear far from convinced of the allure of equities.

True, unit trusts have seen healthy net sales since sterling came out of the exchange rate mechanism. But the best of the inflows from the public and independent financial advisers are into bond and money market funds. Last month's congestion at the retail end of the gilt market equally suggests bonds rather than equities have been the immediate beneficiaries of lower interest rates. That is hardly surprising. Judging by last week's results from M&G, purveyors of equity funds have had a particularly tough year. It could take a few more months of rising shares and low interest rates before small investors demonstrate any real enthusiasm.

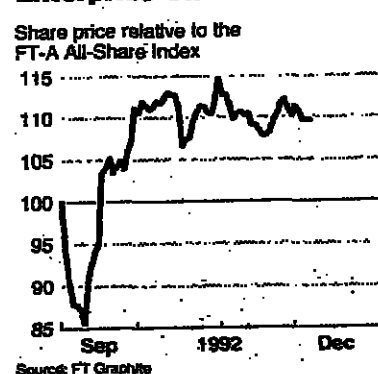
If retail investors keep gilt yields down in the meantime they will indirectly benefit the equity market. But that is no substitute for hard cash. The best time for equity professionals to tap their retail sources is before the government starts funding in earnest from next April. From then on, higher bond yields may look all the more tempting. And the government will be fighting for every penny it can get.

UK insurance

The market should be encouraged to see insurance companies getting to grips with their moth-eaten balance sheets. But it would not do to get carried away. Last week's convertible bond from Royal will add only a modest 2 percentage points to the company's solvency margin assuming full conversion. Recent preference share issues from Commercial Union and General Accident plugged larger holes, but fixed rate preference is a poor substitute for real equity. The suspicion remains that some of the latter will be required before the upswing in the underwriting cycle is over.

With luck, better conditions in insurance markets will coincide with a rising equity market. Capital gains on

Enterprise Oil



Source: FT Graphite

investments would compensate for the tendency of solvency margins to fall as premium income grows. Having sold equities this year, though, insurers' balance sheets are generally less geared to a rising market than in the 1980s. Since the economic outlook is so uncertain, it would take a brave insurer to predicate expansion plans on a bull market for equities. With their own shares trading at a premium to net assets - and having outperformed the market by a streak this year - the more expansionist insurance companies may eventually be tempted to try a rights issue.

The message from the recent rash of convertibles and preference shares is that the industry still lacks the confidence to take the plunge. Judging by the sharp downward correction in the sector last week it is right to take a cautious line. But if the US insurance market turns next year there will be strong arguments for a bold approach.

Enterprise Oil

One of the almost unalloyed winners from sterling's devaluation on Black Wednesday was the UK independent oil sector. With so many sterling costs and oil priced in dollars, the benefits drop straight to the bottom line. That has been reflected in the performance of the shares; the sector has risen by some 15 per cent. But Enterprise Oil is up by over 50 per cent despite the weakening dollar oil price. Such rises are apt to make shareholders light-headed. When measured against its net assets, Enterprise Oil begins to look expensive.

Besides, there are a few disadvantages to lower sterling. Many independent oil companies are now exploring outside the UK and are having to pay in dollars for exploration equip-

ment. Some, perhaps most notably Lasso, also have a high proportion of their debt in dollars, so that interest charges and redemption costs will rise. And most of the independents' assets are in the North Sea, so the companies such as Enterprise incur a high marginal UK tax charge on the additional revenues.

These problems may only be a temporary drag on Enterprise Oil's progress. As the company's reserves come on stream, output will double in the next two years. The company already has a strong balance sheet, and cash will start to flow into Enterprise as output rises. Its management has proved capable and has found oil at a suitably low cost. The black spot is a decline in new fields coming on stream after 1996. It will be interesting to see if the chief executive, Mr Graham Hearn, can find the oil to maintain his winning streak.

UK stores

Shoppers may not yet be dashing into the stores, but investors have certainly been rushing into some of their shares. Although the sector as a whole has moved comparatively little since Black Wednesday, there has been a striking divergence within the group. The defensive quality core of Marks and Spencer, Boots and GUS - which accounts for more than half the sector's weighting - has just outpaced the market. But the really eye-catching performances have come from some of the smaller, more volatile fry. Excluding the big three, the rest of the stores sector has outperformed the market by almost 40 per cent.

It is difficult to believe that this giddy ascent has not been overdue. Although it is still early Christmas days, there appears to be little anecdotal evidence of any great surge in consumer sales other than those induced by Nintendo fads. Robert Fleming points out that the stores sector has underperformed the market in December and January in 17 of the last 22 years - although it adds the important proviso that the five exceptions have been at times of falling interest rates.

Yet even if consumers do indulge in an unusual burst of enthusiasm over Christmas, it may benefit other sectors more than stores. The firmer the evidence of recovery becomes the more likely investors are to chase highly-gear capital goods stocks where volumes and profits should rebound more sharply than in shops.

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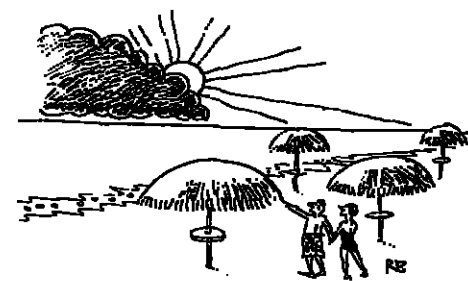
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INSIDE

Ray of sunshine
for Club Med

Club Méditerranée, one of the largest French leisure groups, returned to profit for last year following a recovery in its airline business. The group made net profits of FF1,600m (\$240m) in the year to October 31, against a loss of FF171m in the previous year. Page 21

Concern over "going concern"

Auditors' reports in annual accounts are of little value in showing whether a company's survival is threatened, according to an academic study. There is little correlation between the incidence of the "going concern" doubts and corporate collapses, it says. Auditors often claim they are restrained from giving a qualification for fear that the company might collapse as a result. The report also suggests that auditors may not qualify the accounts for fear of losing their contract with the client. Page 20

Spanish backlash on KIO

Spanish newspapers have turned on Kuwait. They say the decision last Friday by the Kuwait Investment Office to place its Spanish holding company, Grupo Torras, into receivership was a betrayal of promises made by the new KIO management to the Spanish government. Page 21

Resignation at Generali

Mr Fabio Fegitz, one of three managing directors at Generali, the Italian insurance company, has resigned. The departure triggered speculation about differences of opinion among the company's top management. Page 21

Sugar down in the mouth

Mr Alan Sugar yesterday remained pessimistic about gaining the support of shareholders who appear strongly opposed to his proposal to take Amstrad private. Tomorrow is the deadline for proxy votes before the extraordinary meeting on Thursday. "The interesting thing is what happens to the share price tomorrow," Mr Sugar said. Page 20

Ready and waiting

Next Wednesday Mr Bill Clinton, US president-elect, is expected to name his economic team, with the aim of having legislation ready for enactment soon after he assumes power in the new year. Back Page

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Holders of Italian short-term treasury paper are disingenuously nicknamed the "Bot-people". These are the individuals and institutions who have traditionally taken refuge from Italy's hostile world of inflation, threats from the taxman and volatile stock market by relying on the security of treasury bills (BOTs).

The Bot-people have been assiduously courted by successive post-war governments and have been given enormous privileges.

Bearers of Bot's are anonymous and pay income tax on interest at a minimal 12.5 per cent. Interest rates offered are extremely attractive, currently some 7 per cent in real terms.

In a country with a large parallel economy and punitive tax rates on declared income, state guaranteed paper has been - and still is - an unbeatable investment for those with only lira expenses.

Indeed Italy is the last country in the EC where the state courts the investor in such a generous manner.

This, though, is not surprising. Italy has long run a budget deficit, which has steadily been increasing as the debt stock has grown.

Total accumulated debt has risen from 58 per cent of GDP in 1980 (the maximum set by the now much criticised 1991 Maastricht Treaty) to the current 104 per cent.

The 1993 budget deficit consists entirely of debt service payments.

State paper has to be attractive to finance the deficit and because of the exchange risk to outsiders it is chiefly attractive to Italians.

As a result though Italy accounts for almost a third of all EC debt, only 6.5 per cent of this is held by foreigners. The rest is in the hands of Italians and Italian institutions.

The enormous needs of the treasury, coupled with the advantages of state paper, have

Forte to sell its
catering unit and
expand in Europe

By Michael Skapinker, Leisure
Industries Correspondent

FORTE is this week expected to move closer to its aim of becoming a more internationally-based hotel and restaurant group with the sale of its Gardner Merchant catering division, the acquisition of a chain of French motorway restaurants and the conclusion of an agreement to run 18 hotels in Italy.

The sale of Gardner Merchant to a consortium led by CinVen, the UK's second largest venture capital investor, for £400m (£625m) could be announced today or tomorrow. The Gardner Merchant management will have a small stake in the business.

An attempt by the Gardner Merchant management to acquire the business, backed by Kohlberg Kravis Roberts (KKR), the New York-based leveraged buy-out specialists, failed earlier this year, as did a takeover proposal by the Compass catering group.

CinVen approached Forte shortly after the breakdown of negotiations with Compass last July. CinVen, which has stakes in several Forte hotels, will not

be buying the group's airline catering interests.

Forte is also expected to announce that it is to pay £65m to £70m for more than 40 motorway restaurants in France. The restaurants were acquired by Accor, the French hotels to luncheon vouchers group, when it bought Wagons-Lits, the Belgian travel company, last year.

The European Commission instructed Accor to sell the restaurants last April because they would have given the group too dominant a position.

The Wagons-Lits restaurants operate under the names of Relais, le Petit Café and Truckstop Café.

Forte is also likely to announce in the next few days that it has concluded an agreement to manage 18 hotels in Italy as part of a joint venture with Agip, the state-owned petrol company. The hotels are mostly at motorway junctions.

Forte will start building early next year the first in a network of 100 hotels and motorway restaurants in Spain in a deal with Repsol, the Spanish state-owned energy group.

UB protests to SME
over crisp sell-off

By Haig Simonian in Milan

ITALY'S fledgling privatisation programme has been hit by an unexpected spat over a state-owned potato crisp maker.

United Biscuits, the UK-based multinational, has written to SME, the government-owned foods group controlled by the IRI state holding company, expressing disappointment over the sale of Pai, a potato crisp and savoury snacks maker, to an Italian rival. Pai was sold for £30.2bn (\$21.5m) late last month to Unichips, the Italian family-owned concern.

According to Mr John Warren, UB's group finance director, the transaction has been "lacking transparency". UB says Wasserstein Perrella, the US investment bank handling the deal, gave bidders "just a weekend" to come up with indicative offers. No detailed information about the company or its performance was provided.

"We were contacted by Wasserstein Perrella about a month ago," says Mr Warren. UB expressed immediate interest,

"But we were told our offer was just not good enough," he says.

On Friday night, SME said negotiations on the sale "took place according to a procedure guaranteeing all potential buyers the same level of information, and, therefore, the possibility to make offers on a totally equal basis".

Mr Warren cannot confirm Italian reports that UB's bid beat the winning offer. The company responded by writing "a polite letter" in late November to SME and IRI expressing its disappointment. So far, it has not received a reply.

SME, which is active in food production, retailing and catering, is one of Italy's prime privatisation candidates. Multinationals such as Nestlé and Ferruzzi have already shown interest in buying some of its activities.

The dispute over the sale of Pai could prove embarrassing to the new Italian government's privatisation plans. Mr Giuliano Amato, prime minister, has pinned his hopes on disposals as a source of income.

Alan Friedman on American Express's chief executive

At the end of the day, the impending resignation of Mr Jim Robinson as chief executive of American Express may come to be seen as yet another symbol of the almost final decade of post-1990s Wall Street.

Few US corporate titans - and even fewer US companies - so symbolised the heady times of the last decade as did Mr Robinson and American Express. A mythology grew up around the socially ambitious Mr Robinson and his wife, a prominent public relations partner of one of President George Bush's former re-election campaign advisers.

Both Mr Robinson and the company prospered mightily during most of the 1980s, as consumer spending rose steadily and the American Express card earned hefty fees as a prestige product.

Mr Robinson in turn portrayed himself as a grand strategist who added to the group's traditional card and travellers cheque products an array of sister businesses that included stockbroking (Shearson Lehman Hutton), private and commercial banking (Mr Edmund Safra's Trade Development Bank) and, for a time, even the cable television business (Warner Amex Cable).

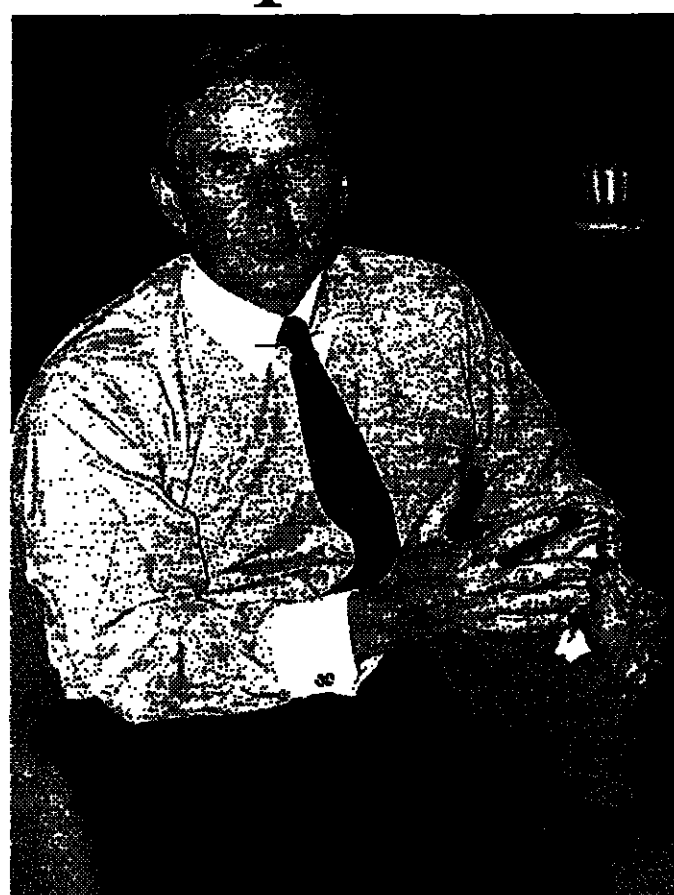
Yet for all his deal-making, including a failed attempt to acquire Walt Disney, American Express's diversification brought more problems than benefits and the group's fortunes remain more than ever tied to its core businesses.

The cable television venture was disposed of in 1985, just before it became profitable. Shearson Lehman suffered huge losses a couple of years ago and Mr Robinson forced out Mr Peter Cohen, the firm's chairman. And Mr Safra and American Express went through a costly divorce culminating in a humiliating 1990 apology by Mr Robinson when it emerged that American Express employees had engaged in a smear campaign against Mr Safra.

More recently American Express has suffered conflicts with rebellious retailers and heavy losses in its Optima credit card business. Earlier this year Mr Robinson acknowledged the need to bolster capital and slash staff. Some 6,500 employees have been made redundant in the 1991-92 period, with related restructuring charges totalling \$60m. The last third quarter results from the company showed a \$205m loss.

Perhaps the biggest problem Mr Robinson faced was that the American Express card used to be a high-priced product aimed at an affluent market. Now the card has lost much of its lustre and is facing stiff competition from banks and non-banks.

Yesterday, in an interview with the FT, Mr Robinson conceded

A corporate
titan forged
from plastic

Jim Robinson: denies he is being pushed out of his job

Mr John Keefe, an analyst and veteran Robinson-watcher, yesterday summed up the problem: "American Express succeeded and grew as a premium priced product, but by the end of the 1980s premium pricing was no longer what the market wanted. The market wanted value, not prestige. Yet American Express clung to their premium pricing and customers no longer wanted it."

A handful of books highly critical of Mr Robinson's management appeared earlier this year and the man once known as the "Teflon" chairman found himself under fire on Wall Street. One American Express executive said recently that the company lost touch with the market. "We became arrogant, insensitive and profoundly stuck in our ways, with a huge, inflexible bureaucracy that was very hard to move."

Yesterday, in an interview with the FT, Mr Robinson conceded that this description of American Express was accurate. "I think it's an appropriate characterisation," he said.

He stressed that he had said as much in an unusually contrite letter to shareholders last March. In that letter he wrote: "For years we were able to remain above the fray of credit card competition. But bank card issuers have turned their sights on our primary markets - the affluent households and travel and entertainment spenders."

Yesterday Mr Robinson denied strongly that he was being pushed out of his job and insisted he had never wished to serve more than 15 years as chief executive. He said he was keen to continue working on the group's recovery plans. When asked to say how he wished his 15-year tenure to be remembered he said simply: "Total quality management."

Unfortunately for Mr Robinson, that is not how most on Wall

Street perceive his record. Although he is credited by some as a man of vision, most analysts feel that in retrospect Mr Robinson presided over an ad hoc series of opportunistic acquisitions that ultimately produced an unwieldy conglomerate. Its costs and capacity proved excessive once the boom years of the 1980s were replaced by the austerity of the 1990s.

As for management, Mr Robinson broke with several top executives, including Mr Sandy Weill, who left as president in 1985 to take over as chairman of Primerica, the financial services group, and Mr Lou Gerstner, the talented president who left in 1989 to chair RJR Nabisco. It was only in July 1991, after criticism from Wall Street that the president's post had been vacant for two years, that Mr Robinson named Mr Harvey Golub, his heir apparent, to the job.

The truth is that Mr Robinson has become increasingly embattled at American Express in recent months. There is only one other top US financial executive whose tenure has been the subject of as much speculation - Mr John Reed, the chairman of Citicorp who appears now to be fixing that bank's problems by bolstering capital and cutting overheads.

American Express has clearly been trying to change its culture, but few expect a speedy improvement in profitability. For the first nine months of 1992 net income was \$380m, down from \$551m in the same period of last year. Optimism is not expected to return to the black before next year and competition in the card market has become tougher than ever.

"This is really another bill to be paid for the 1980s," said Mr Keefe, commenting on Mr Robinson's plans to resign next year as chief executive.

In a letter to American Express employees, Mr Robinson said yesterday he planned to spend more of his remaining time working on "the next phase" at Shearson Lehman with Mr Howard Clark, the former American Express chief financial officer who was sent to Shearson as chairman in 1990.

Many think that American Express may eventually seek to divest itself of Shearson Lehman, although Mr Robinson said in his letter that the goal was to bring the subsidiary to the point where it could improve its credit rating with a strong capital base.

His letter to staff had the tone of a man looking backward, as he thanked the workforce "for the tremendous effort so many of you have made during the past year". Part of his personal objective, Mr Robinson wrote yesterday, "is to ensure a smooth passing of the leadership baton as we move ahead."

Barclays to
offer new
form of
financing

By Tracy Corrigan in London

BARCLAYS Bank will this week become the first European bank to provide companies with a new form of short-term financing which will allow them to build up their order books without borrowing directly from banks.

Barclays's special-purpose company will buy from companies the right to money owed on export sales (known as trade receivables) and sell short-dated debt (commercial paper) backed by the receivables in the international market. The structure provides an alternative to overdrafts, bank facilities or credit lines.

The Barclays vehicle is poised to issue \$50m-\$90m-worth of US commercial paper, backed by \$100m of trade receivables. But subsequent offerings under the \$1bn multi-currency programme will be made in the Euro-commercial paper market, where regulations allow.

In the US, the asset-backed commercial paper market, mostly involving trade receivables, has grown swiftly to around \$60bn. This type of repackaging of assets has already been widely applied to mortgages, car and personal loans, which are sold to investors as asset-backed bonds.

Several US banks, including Citibank, have also become active in Europe, mainly repackaging of assets into European receivables. The business is dominated by clearing banks, which already lend to the companies involved, and so are well positioned to offer alternative financing.

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COMPANIES AND FINANCE

Airline recovery helps Club Med back into black

By Alice Rawsthorn in Paris

CLUB Méditerranée, one of the largest French leisure groups, returned to profit last year following a recovery in its airline business.

The group, which has been expanding its cruise ship interests but is still best known for its holiday villages, made net profits of FF160m (\$25.6m) in the year to October 31, against a loss of FF17m in the previous year.

However, Club Med did not perform as well as it had hoped, falling below the FF240m of net profits initially expected.

The shortfall was largely due to the poor performance of its US subsidiary, which suffered an unexpectedly sharp fall in profits during the first nine months of 1992.

The drop reflected higher costs and the US dollar's weak-

ness against the French franc. Club Med yesterday attributed its return to profits in 1991-92 to reasonably stable activity during the financial year.

It also managed to prevent the recurrence of the exceptional losses on its airline activities that hit the previous year's results.

During that year Club Med, in common with other holiday companies, was badly affected by the impact of the Gulf war on international travel.

The group said its winter trading had so far been relatively stable compared with that of last year and there had been an improvement in the performance of its US and Asian businesses.

Club Med is in the throes of a renovation and expansion programme and this summer launched a FF1bn bond issue to finance its plans.

Leading executive at Generali resigns

By Haig Simonian in Milan

MR Fabio Fegitz, one of Generali's three managing directors, has resigned from the Italian insurance company. The surprise departure, for "personal reasons", immediately triggered speculation about differences of opinion among top management at Italy's biggest insurer.

Mr Fegitz had previously headed the company's London operations for 27 years.

But some observers maintained his resignation owed more to the difficulties of re-establishing himself at a highly bureaucratic head office in Trieste than a clash over strategy.

The company forecast an unchanged loss in its non-life underwriting activities this year, based on figures for the first nine months, while earnings from life insurance were set to rise. In 1991, Generali lost L112.6bn (\$80.5m) in non-life underwriting and made L493.4bn on the life side.

It gave no absolute figures for its nine-month results in either life or non-life business. However, it said the claims ratio on its Italian non-life business had started to improve after years of steady decline. The company attributed the change to better market conditions and more careful selection of risks.

The company, which last year made net earnings of L563.9bn, made no 1992 profits forecast. But it said this year's earnings would be swollen by exchange rate factors, whereas new Italian tax measures would have a negative effect.

Group premiums in the first nine months rose by 28.2 per cent to L11,330bn from L8,981bn at the end of September last year. Adjusted for exchange rates, overall premiums climbed by 13.2 per cent, with a 15.6 per cent rise in life insurance and a 11 per cent increase on the non-life side.

Although investment income jumped by 29 per cent in the first nine months, Generali warned that profits from trading would be "satisfactory" but below last year's level.

Grupo Torras move sparks bitter criticism

KIO's departure from Spain may lead to a political witch hunt, writes Peter Bruce

THE DECISION last Friday by the Kuwait Investment Office to place its Spanish holding company, Grupo Torras, into receivership has sparked fierce criticism of the KIO in Spain and threatens to open an unprecedented political witch hunt in Kuwait.

Influential Spanish newspapers turned on Kuwait this weekend, saying the Torras receivership was a betrayal of promises made by the new KIO management to the Spanish government.

In Kuwait, critics of the ruling al-Sabah family, closely identified with the former management of the KIO and Torras, called for the assets of people involved with Torras to be frozen.

An opposition newspaper in the emirate called the affair "the theft of the century".

The KIO's departure from Spain was colourful. Mr Mahmoud al-Nouri, who has run Torras since June, trooped into a press conference with a string of legal advisers in tow.

One read out the results of an investigation into the past management of the KIO's six-year investment spree in Spain. These were a \$2bn loss on share trades, a \$700m loss on share support schemes and a \$600m loss on short-term financing.

Another, hired to frame charges against the former Torras management, said he was still not sure who would be charged, what the charges would be and when they would be brought.

Mr al-Nouri said Torras was in a much worse state than originally believed, that the KIO had lost \$4bn in Spain (adding \$700m to the lawyer's estimates), and that it had no choice but to call in the receivers.

In fact, the KIO has known for months what state Torras was in. But after nearly six months of alleging misappropriation by former managers, particularly Mr Javier de la Rosa, the financier who ran the KIO's investments in Spain until last June, the KIO was facing a sticky problem.

At some stage the KIO would have to take some responsibility for the Torras businesses not already driven into receivership or cut off from funding since June.

By getting out now, it could still explain the receivership away as a consequence of past betrayals.

But the Spanish press, which has taken the new Torras management seriously until now, did not see it that way.

Expansion, a business daily, called on Madrid to protest to the Kuwaiti government. "The sorry witch hunt and the alle-

gations of the new management... have ceased to interest the public and cannot be used to justify the clumsiness and lack of management of the new leadership [of Torras]," it said.

Among daily newspapers, El Mundo called the receivership a "state fraud" and said the move threatened 100,000 Spanish jobs, directly and indirectly.

Former Spanish and KIO managers could implicate members of Kuwait's ruling al-Sabah family in the Torras debacle.

El País blamed Mr de la Rosa for the Torras collapse, but said the KIO and Kuwait had "betrayed" Spain for failing to fulfil a promise made two months ago to invest a fresh \$1bn in the Torras group.

Although the receivership only affects Torras and not its surviving industrial affiliates, these companies are now vulnerable - particularly Spain's biggest paper-maker, Torras-papel.

In September the KIO promised to inject \$400m into the

company but has so far transferred only \$180m.

Torraspapel will have to find the rest itself, but many unhappy banks are already owed money by now-deserted Torras affiliates.

"The public campaign against de la Rosa has hurt all the companies, even the good ones," commented one independent corporate analyst in Madrid. "There is no goodwill left."

What Friday's departure does leave behind are questions. Last December one KIO auditor, KPMG Peat Marwick, valued Torras' assets at \$2.9bn, saying they had cost \$4.4bn. For the KIO to say it has lost all \$4.4bn is to imply, improbably, that \$2.9bn has vanished in the past year and the last half of it under new management.

And Peat Marwick warned then that a "forced sale [of assets] in the current European recessionary climate could result in a significant loss of the investment made by the KIO to date."

The Kuwaitis appear to have decided to take the loss anyway, as the price, at least, of a quick retribution against de la Rosa and former KIO managers whom they believe have enriched themselves at Kuwait's expense.

It is important for the reputations of the KIO and its

advisers that they make a legal case in Spain that sticks.

But even an unsuccessful prosecution is likely to open a Pandora's box inside Kuwait.

Former Spanish and KIO managers could implicate members of the al-Sabah family in the Torras debacle.

Already forced to devote more political power, the Emir now faces constant pressure for greater transparency in the management of Kuwait's finances.

"The secrecy which has surrounded [the Spanish] investments was a big mistake. The people must know," Mr Jassem al-Saudan, an adviser to the new Kuwaiti parliament, said at the weekend.

"The time has come to punish those who abused public money and to freeze their money while the judicial authorities have investigated this tragedy," said Mr Abdul-Jalil al-Gharabali, a former consultant to the Kuwaiti central bank.

The political prize in Kuwait is control of its oil revenues. So far this has been the preserve of some of the al-Sababs, but Kuwait is changing fast.

Mixing the KIO's Spanish adventure into Kuwait's freer post-war politics could stir up a hornet's nest.

Management shake-up for Dow Chemical

By Alan Friedman in New York

DOW CHEMICAL, the second biggest US chemicals group, has unveiled a reorganisation aimed at creating a more flexible management structure to improve international competitiveness.

The company, which suffered a 35 per cent decline in third-quarter net income to \$145m, called the reorganisation a streamlining.

At the heart of the changes is a new division of management responsibilities for Mr Frank Popoff, the chairman, and Mr William Stavropoulos, who becomes president and chief operating officer next April.

Mr Popoff will be responsible for all Dow divisions as well as the Marion Merrell Dow pharmaceutical subsidiary. Mr Stavropoulos will be responsible for three core global businesses.

A six-person executive committee, including Mr Popoff and Mr Stavropoulos, will take responsibility for long-term business strategies and financial planning.

Dow will discontinue its corporate product department and replace it with global core business groups focused on plastics, chemicals and performance products.

These will be headed by new group vice-presidents who will report to Mr Stavropoulos.

Dow's management of Canada, Mexico and the US will be consolidated into a North American area, to be based at corporate headquarters in Midland, Michigan.

"Our present organisation has served us well over the past three decades," Mr Popoff explained yesterday.

"The new organisation will serve Dow's needs by maintaining flexibility to adapt to change and enhancing global competitiveness," he added.

Cornelissen quits Royal Trustco directorship

By Robert Gibbons in Montreal

MR MICHAEL Cornelissen, who headed Royal Trustco for 10 years during its international expansion, has resigned as a director and will not now become vice-chairman.

Royal Trustco is Canada's second-biggest trust company and a key member of the Edper group controlled by the Toronto Brontefam family. It reported a third-quarter loss of C\$243m (US\$190m) after write-downs on North American and UK property investments, and has sold its US affiliate Pacific First Financial.

Its domestic trust business remains profitable.

Mr Cornelissen stepped down as chief executive in September, Mr James Miller, 61, a chartered accountant, took over last week as chief executive, a month earlier than expected.

Mr Harland MacDougall, chairman, said: "Mr Cornelissen thought it best for personal reasons to sever all ties."

Laurentian Bank, controlled by the Laurentian financial services group, reported profits for the year ended August 31 of C\$38.7m, up 13 per cent from the previous year.

US-UK joint venture in new TV technology

By Ian Rodger in Basle

NATIONAL Transcommunications of the UK has signed a joint venture agreement with Scientific Atlanta of the US to develop digital compression television equipment.

Writes Raymond Snoddy, Digital compression offers the ability to squeeze several television channels into the space currently occupied by one.

NTL, the privatised former transmission and research arm of the Independent Broadcasting Authority and Scientific Atlanta, have agreed to share technical knowledge and will jointly market products for the terrestrial, cable and satellite television industries.

Sandoz in \$300m deal with US research body

By Ian Rodger in Basle

SANDOZ, the Swiss pharmaceutical and chemicals group, is to contribute at least \$300m to Scripps Research Institute of the US over the next 14 years as part of a basic research alliance.

In return, Sandoz is to receive first rights to develop medical discoveries of Scripps, a non-profit institute based in California which specialises in immunology, nervous system disorders and cardiovascular research.

The deal reflects a continuing shift in Sandoz's research strategy from concentration in

internal laboratories in Basle to external alliances.

Last year, Sandoz committed itself to spending up to \$100m over 10 years in oncology research at the Dana-Farber Cancer Institute in Boston and invested \$222m in a 60 per cent stake in Systech, a Californian biotechnology company.

Sandoz will begin contributing to Scripps Research Institute gradually, as joint research projects are agreed over the next four years.

Mr Marc Moret, chairman of Sandoz, said the agreement would enable Sandoz to lift basic research capability by about a quarter.

ANNOUNCEMENT OF A PUBLIC AUCTION FOR THE HIGHEST BID

GREEK EXPORTS S.A., registered in Athens (17 Phaeonias) and legally represented in its capacity as Liquidator, in accordance with article 14 of Law 1829/1990, supplemented by article 14 of Law 2009/1991 and after decision No. 1208/1991 of the Supreme Court of Appeal, ANNOUNCES

A public auction for the highest bid with sealed envelopes for the purchase, in whole, of the assets of MARITIME SHIPWORKS (OASIS) S.A., which is under the status of special liquidation and based in Piraeus at Sifonias 24, 11526 Athens.

ACTIVITY AND BRIEF DESCRIPTION OF THE COMPANY UNDER LIQUIDATION The productive activity of MARITIME SHIPWORKS S.A. is confined to its installations on premises owned from the former Port Authority, including the building, repair conversion, upgrading and handling of ships and other craft, as well as all types of machine-shop works.

The Company under liquidation has in its possession a building consisting of a ground and first floor and covering the total area of 1,175,540 sqm and 24,000 sqm in Piraeus, where the company's headquarters are located, while the bigger part of the building is used as a factory for the manufacturing of propellers.

TERMS OF THE AUCTION In order for the auction to take place, all interested parties are invited to receive from the Liquidator, the Offering Memorandum which describes in more detail the assets of the Company for sale, its obligations and the necessary procedures for its transfer, as well as the form of the Letter of Guarantee needed for the submission of a bidding offer to the Athens money public assigned to the auction, Mrs. Andriana-Dimitra Zafirakopoulou-Emmanouilidou at 18 Vassilissas Street, 5th floor, Tel. 201-3618349 up to Tuesday 5th January 1993 at 15.00 hours. Bids must be submitted in person or by a legally appointed representative.

The bids will be submitted before the above notice on Thursday 7th January 1993 at 10.00 hours with the Liquidator in attendance. All those who have submitted bids within the prescribed time limits can also attend. Bids submitted beyond the prescribed time limits will not be accepted or considered.

The sealed, bidding offers must clearly state the price offered for the purchase, in whole, of the Company's assets and must be accompanied by a Letter of Guarantee from a bank legally operating in Greece, for the amount of fifty million drachmas (50,000,000 dr.) or its equivalent in U.S. dollars.

The Company's assets and all fixed and circulating securities parts owned, such as immovable and movable property, patents, trademarks, rights, etc., are to be sold and transferred "as is, where is" and, more specifically, in its actual and legal condition and location on the date on which the sale contract is signed, regardless of whether the company under liquidation is operating or not.

The Liquidator, the Company and the creditors representing 51% of the total claims against the Company (Law 1829/1990 article 46, para. 1 as in force) known transfer to the majority creditors, shall have no liability for any legal or actual defects or for any deficiency in the assets and rights for sale nor for the possible reduction of the assets to be sold, nor for the transfer of claims of the assets, nor for their incorporation or transfer of third assets, or requests for guarantees in the collection of claims in this respect, or compliance with recommendations regarding the security of the installation, or for safeguarding the insurance cover.

In the event that the present notice is withdrawn, the Liquidator is obliged to accept and fulfil the twenty (20) days from being invited to do so, and sign the relative sale contract and fails to do so, the Liquidator shall be liable to the highest bidder and shall be liable to them for the cancellation of the auction in the event that the outcome is not approved by the majority creditors.

Participants in the auction do not acquire any rights, claims or demands from the present announcement or from their participation in the auction, against the Liquidator, for any cause or reason.

Transfer expenses of the assets for sale (taxes, stamp duty, material and notary's fees, etc.) and other expenses for drawing up topographical diagrams as required by Law 551/77, etc.) are to be borne by the Buyer.

Those taking part in the auction will be considered to keep the enterprise operating in the present form.

Interested parties should apply for further information to:

a) The head office of E.T.S.A. S.A., Directorate of Public Holding, 7 Syngrou Avenue (Old House), Athens, Tel. 501-9234393 and 501-9234395

b) GREEK EXPORTS S.A., 17 Phaeonias Street (Old House), Athens, Tel. 501-3243111 to 501-3243115

NOTICE TO THE SHAREHOLDERS The meetings during the liquidation will be held in Athens, on December 23, 1992. The agenda of those meetings can be obtained at the registered office of the company.

The Liquidator

ISRAEL

The FT proposes to publish this survey on December 7 1992.

Israel's future will be shaped by two over-riding issues that will face the new government: how to pursue the Middle East peace negotiations and how to regenerate a lacklustre economy which has been hit by a 13.9% per annum interest payable on 1st Jan. 1993 will amount to \$1.55bn (\$1.55bn) for ISRAELI, 100,000 Trans. A Bond.

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FT SURVEYS

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Floating Rate Notes due 1996

Notice is hereby given that, in accordance with the provisions of the above mentioned Floating Rate Notes, the rate of interest for the six month period from December 7, 1992 to June 7, 1993 has been fixed at 4.525% per annum.

The interest payable on June 7, 1993 will be US \$2,287.64 in respect of each US \$100,000 Note.

Union Bank of Switzerland London Branch Agent Bank 2nd December, 1992

Placid, Principal Paying and Agent Bank

Instituto de Crédito Oficial

US\$ 450,000,000

Statutory Guaranteed Floating Rate Notes due 1997

In accordance with the Terms and Conditions of the Notes, notice is hereby given that the interest payable on the relevant interest Payment Date, June 7, 1993 against Coupon No. 13 in respect of US \$500,000 nominal of the Notes will be U.S.\$10,269.10.

The Interest Amount payable on the Relevant Interest Payment Date, June 7, 1993 will be US\$ 204.75 per US\$ 10,000 principal amount of Note and US\$ 2,047.50 per US\$ 100,000 principal amount of Note.

The Agent Bank Kreditbank S.A. Luxembourg

U.S. \$45,000,000

Oxford Acceptance Corporation II

Floating Rate Notes due December 1993

Notice is hereby given that the Rate of Interest has been fixed at 4.0625% p.a. and that the interest payable on the relevant interest Payment Date, June 7, 1993 against Coupon No. 13 in respect of U.S. \$500,000 nominal of the Notes will be U.S.\$10,269.10.

December 7, 1992 London

By Citibank, N.A. (Issuer Services), Agent Bank

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In accordance with the provisions of the Notes, notice is hereby given that the Rate of Interest for the three month period ending 2nd March, 1993 has been fixed at 7.375% per annum. The interest accruing for such three month period will be £183.39 per £10,000 Bearer Note, and £1,833.90 per £100,000 Bearer Note, on 2nd March, 1993 against presentation of Coupon No. 2.

Union Bank of Switzerland London Branch Agent Bank 2nd December, 1992

Placid, Principal Paying and Agent Bank

Instituto de Crédito Oficial

US\$ 450,000,000

Statutory Guaranteed Floating Rate Notes due 1997

In accordance with the Terms and Conditions of the Notes, notice is hereby given that the interest payable on the relevant interest Payment Date, June 7, 1993 against Coupon No. 13 in respect of US \$500,000 nominal of the Notes will be U.S.\$10,269.10.

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By Citibank, N.A. (Issuer Services), Agent Bank

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INTERNATIONAL CAPITAL MARKETS

INTERNATIONAL BONDS

Bank tries to boost prospects for UK securitisation

SECURITISATION, touted as the latest growth market in Europe for the past few years, has so far failed to live up to high expectations.

The largest market in Europe, the UK mortgage-backed market, totals around £5bn, or 3 per cent of total mortgage loans outstanding. It is dwarfed by the massive \$1,000bn US mortgage-backed sector, which accounts for 40 per cent of all residential mortgage debt, according to Bank of England figures.

The prospects for securitisation in the UK have recently had two boosts. Last week, the Bank of England rescinded its plans to increase the risk weighting of mortgage-backed securities from 50 per cent to 100 per cent, effective January 1, 1993.

The threat of a 100 per cent risk weighting had driven many banks, a mainstay of the market's investor base, away from the market.

In November, the Accounting Standards Board, the UK accounting regulators, gave in to pressure to change proposed rules that could have stopped banks and companies from securitising assets.

The ASB proposed last year that all securitised assets - where a bank or other entity passes assets

to a special purpose vehicle, which then issues bonds against them - should remain on the originator's balance sheet, thus removing a significant attraction of such arrangements.

While still requiring companies to record assets, the new system allows them to express a net asset figure reflecting only the residual risk left with the company from a securitisation.

These two changes are not, however, enough to kick-start the market. In the US, large size and homogeneity of asset pools facilitates securitisation. Pools of receivables in Europe are generally much smaller and more diverse.

Securitisation is designed to allow banks and companies to remove assets from their balance sheets and repackage them as bonds which are then sold to investors.

The theory is that the current squeeze on bank capital and the lack of bank financing available for companies will encourage both to take this route. But the process of securitisation is often prohibitively expensive, or is only viable if a company or bank has large amounts of assets to securitise.

The latest trend for securitisation

involves assembling different receivables in a single pool.

"A number of companies do not fit the pattern for a single originator programme: £50m is a lot of funding to raise in the current market, but not enough to justify its own programme," said Mr Bruce Gaiskell, an executive director in charge of securitisation at UBS Phillips & Drew.

The solution: your bank sets up a vehicle which funds your trade receivables by issuing asset-backed commercial paper. This technique can be used to fund other assets, such as leases.

As well as a Barclays special-purpose company - called Sceptre (Securitisation conduit for the enhancement and purchase of trade receivables across Europe) - other banks involved include Deutsche Bank, Westdeutsche Landesbank and Warburg, and UBS Phillips and Drew.

The US asset-backed commercial paper market has expanded rapidly, on the back of a huge and mature commercial paper market.

For the moment, issuance of commercial paper backed by European receivables may well be concentrated in the larger market. Several

European CP markets are still highly regulated, restricting issuance, and the European investor base for these products is not yet well developed.

Meanwhile, bank regulators in Europe will be watching developments. In the US, the Federal Reserve has come down on the banks which were providing the liquidity guarantees for these programmes.

They were concerned these liquidity guarantees created substantial credit risk for the banks and asked banks to set more capital aside against them.

Since then, many programmes have been restructured so that, for example, specialist insurance replaces liquidity guarantees.

As for the rest of the market, there are signs of life. UBS is believed to be preparing a £180m five-year issue of floating rate notes backed by Leyland-Daf leases and dealer finance plans. The issue, called Truck Funding, will have an average life of 3 1/2 years.

But the mortgage-backed market, despite the Bank of England move, is still on hold.

The Centralised lenders such as The Mortgage Corporation and

National Home Loans, which were once the mainstay of the market, are no longer churning out deals - or mortgages, for that matter.

However, the building societies are looking more closely at securitisation. Although they are originating few mortgages, the decline of retail funds, as investors shift funds into higher-yielding investments, is creating potential funding difficulties.

A number of societies are close to the 40 per cent ceiling of public debt funding permitted under the Building Societies Act. Some have already set up auxiliary mortgage companies, a process required of building societies if they wish to tap the market.

Although only a handful of building societies are likely to issue next year, once the process has begun, others are expected to follow suit.

Several UK clearing banks, including Barclays and Midland, are already well advanced in their preparatory work for mortgage securitisation, and may bring deals next year. Barclays is also considering securitisation of consumer loans and credit card receivables.

Tracy Corrigan

RISK AND REWARD

Ignorance and other failures of the regulators



BACK in January, when Mr Gerald Corrigan, head of the Federal Reserve, warned of the unseen risks lurking in the derivatives markets, it seemed a bomb had been put under the banking industry.

With external scrutiny focused on the markets, surely it would be only a matter of time before all the weapons in the international regulatory armoury were wheeled out. Fiercer capital adequacy standards, strict oversight of market operations and assorted other intrusions would surely follow.

Nearly a year on, things look rather different. From a batch of reports is still awaited, including those from the US General Accounting Office and G30, the banking industry's international think-tank. These may toe the Corrigan line. So far, though, it is the regulators themselves who have come out worse from the scrutiny of these new financial markets.

It is now commonplace to witness bank regulators all but admitting to ignorance of how derivatives markets work. They cloak their ignorance with pious remarks about the need to understand the markets better, and for improved communication, but the message is not lost on anyone.

When did the banking industry last get so far ahead of its regulators? The damage to bank balance sheets caused by the results of leveraged finance in the US, or the bank-financed bubble in property prices in several major economies could hardly be blamed on a lack of understanding. Negligence maybe, but not ignorance.

There are plenty of other failures which help to explain regulators' nervousness about derivatives.

One is the division of responsibility, which has left the impression that no one is in a position to assess the full risks accruing in the financial system.

The US is the best example. The Federal Reserve, the Securities and Exchange Commission and the Commodities Futures Trading Commission all have an interest in the subject. The division between the CFTC and the SEC is reaffirmed in

the Re-authorisation Bill which is due to be confirmed before the present administration stands down. The SEC meanwhile, feels at a loss because the firms it regulates are busy setting up unregulated subsidiaries for derivatives business. In fairness, the politicians are as much to blame for this state of affairs as the regulators.

The fragmentation is echoed elsewhere. The European Community, for instance, has a raft of directives which have a bearing on the market. Mr Alex Merriman, an EC official, says there are plans to amalgamate some of these rules into simpler, unified directives - but no plans as yet to examine the gaps between the directives or to bring forward new regulations specifically aimed at the new markets.

The regulators are also woefully short of data on what is happening in many over-the-counter markets. How can you predict the knock-on effect of a crisis in one financial market when you do not know the scale of trading or its relationship with other markets?

No wonder regulators have been making a song and dance about the derivatives industry this year. It may well be that some senior bankers do not understand the new risks they are exposed to - but the supervisors are no better off.

It was, therefore, unusual to hear a director of the Bank of England expressing an unfavourable view last week. Mr Pen Kent - admittedly not responsible for banking supervision himself - expressed only mild caution about the new risks banks are running. "We should not be complacent, but nor should we necessarily become alarmist either," he told a conference in London. There would be "huge risks in the cash markets which we would all face if we had no hedging mechanism to spread them and share them," he said.

Not that he does not share some of the concerns of other observers. Some banks are writing 30-year options, he says: how can they price such instruments to reflect the true risks they are running?

But the regulators have a long way to go before they can take the derivatives specialists to task.

Richard Waters

NEW INTERNATIONAL BOND ISSUES

Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Book runner	Offer yield %
US DOLLARS							
Olympus Optical Co.(a)	400	1996	4	2.75	100	Yamaichi Int. Europe	-
Yoshida Japan Corp.(a)	100	1996	4	2.75	100	Nomura Int.	-
Matsushita Elec. Works(a)	300	1996	4	2.75	100	Yamaichi Int.	-
Nishimatsu Construction(a)	150	1996	4	2.75	100	Yamaichi Int.	-
Crédit Local de France(b)	100	1987	5	(b)	101.825	Morgan Stanley Int.	-
Bankers Trust NY Corp.(c)	50	2002	9.73	7.75	100	Bankers Trust Int.	-
United Kingdom	300	2002	10	7.25	98.85	CSFB/SG Warburg	7.272
NGK Spark Plug Co.(a,e)	200	1996	4	2.75	100	Yamaichi/Nomura	-
Eurofima(g)	150	2003	10	(g)	98.3	Goldman Sachs Int.	-
Lion Corp.(h)	100	1996	4	2.825	100	Dahwa Europe	-
Nippon Conveya Corp.(h)	80	1996	4	2.825	100	Nikkei Europe	-
Electricité de France(L)	50	2002	9.9	(L)	98.76	UBS P&D Securities	-
Honen Corp.(f)	50	1996	4	2.825	100	Nomura Int.	-
Sony Corp.(f)	25	1997	5	5.875	100	Nikkei Europe	-
Columbus S Int.Finance(h)	80	1997	5	5.85	100	Salomon Bros.Int.	5.950
Columbus S Int.Finance(i)	20	1997	5	7.65	100	Salomon Bros.Int.	7.650
Banamer(j)	625	1999	7	7	100	Goldman Sachs Int.	-
National Financials(p)	200	1997	<2.5	(p)	99.75	Kidder, Peabody Int.	-
GECC(q)	100	2002	10	(q)	99	Kidder, Peabody Int.	-
Sauve Australia Finance(r)	50	2002	10	(r)	100	Sauve International	-
DESC(y)	115	1997	6	11	100.55	Goldman Sachs Int.	10.855
Yasuda TstAsia Pacific(w)	50	2002	10	(w)	101.675	Salomon Bros.Int.	-
GECC(x)	100	1995	2.93	5.25	99.06	Paribas Cap.Mkts.	5.804
YEN							
Nippon Light Metal Co.	20bn	2000	7.25	5.8	101.775	Nomura Int.	5.294
Nippon Light Metal Co.	20bn	1998	5.25	5.3	101.55	Yamaichi Int.(Europe)	4.931
Ishihara Sangyo Kaisha	10bn	2003	10.27	5.7	101.5	Yamaichi Int.(Europe)	5.488
Ishihara Sangyo Kaisha	10bn	1998	5.27	5.35	101.5	Nomura Int.	5.014
Jets International(a)***	5.4bn	1998	3.89	(a)	100.3	Mitsubishi Finance Int.	-
D-MARKS							
GECC	300	1999	7	7.375	101.7	SBV(Deutsch.)	7.099
SBAB	100	1997	5	7.3	101.5	Lahmann Bankhaus	7.430
Sugimoto Electric(a)***	10	1995	5	(a)	100	Dahwa Bank	-
Finland Export Credit(u)	50	1995	2.91	8	-	Merrill Lynch Bank	-
ABN Amro Bank(Lux.)	20	1996	5	7.25	101	ABN Amro(Deutsch.)	7.006

Fortis reports higher profit

Key figures Fortis first three quarters 1992

(in ECU million)	1992	1991	% increase
Total revenues	6,523	5,316	+ 23
Operating result	280	259	+ 8
Profit	304	275	+ 10
30-09-1992			
Equity	3,464	3,242	

* 1 ECU=0.78 Sterling

Key figures N.V. AMEV first three quarters 1992

(in NLG)	1992	1991	% increase
Earnings per share	5.61	5.29	+ 6
Share price on 30 September	57.90	46.70	
Price/earnings ratio	10.3	8.8	
30-09-1992			
Equity per share	66.89	67.67	

* 1 NLG=0.35 Sterling

Prospects

Fortis stands by its forecast for the full year of a slightly higher net profit. Though the operating result is expected to advance less than originally anticipated, Fortis expects to realize higher capital gains. On the basis of these prospects, the Executive Board of N.V. AMEV expects earnings per AMEV share in 1992 to at least equal the 1991 figure.

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We will be happy to send you a copy of the first three quarters report 1992.

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGE AND MONEY MARKETS

Optimism for DM

TOUGH talking out of the Bundesbank is expected to offer some support to the D-Mark this week.

After a depressing end to last week for the German currency, the Bundesbank may set new parameters for the D-Mark at its central council meeting on Thursday. Some analysts believe that the German central bank could widen its targets for M3 monetary growth

UK clearing bank base lending rate 7 per cent from November 13, 1992

next year from this year's 3.5-5.5 per cent range to a band of 3.5 per cent.

Most analysts are agreed that the Bundesbank will not announce an interest rate cut. The German central bank is likely to stand firm, despite last week's signs of an accelerating German economic downturn and evidence of an easing of inflationary pressures on the wages front in Germany.

The dollar, meanwhile, is expected to maintain a robust

tone following last Friday's better-than-expected employment data from the US.

"The figures are consistent with a steady recovery in the US and should keep the dollar well underpinned this month," said Mr Gerard Lyons, chief economist at DKB International in London.

Other analysts warned against expecting that last Friday's 1.65 cent gain against the D-Mark presaged a particularly strong performance for the dollar ahead of Christmas.

"I'm not sure this is the start of a big improvement," said Mr David Cocker, treasury adviser at Chemical Bank. After Christmas, he said, investors were more likely to allocate their cash for 1993 and the US currency might then profit further.

Sterling is not expected to perform quite as strongly as last week. Many analysts were beginning to feel that the currency's heady rise last week against the D-Mark in five days had been somewhat overdone.

£ IN NEW YORK

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030

Forward premiums and discounts are to the US dollar

STERLING INDEX

Dec 4	Dec 5	Dec 6	Dec 7
83.0	83.0	83.0	83.0
83.0	83.0	83.0	83.0
83.0	83.0	83.0	83.0
83.0	83.0	83.0	83.0

CURRENCY MOVEMENTS

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030
1.5030-1.5040	1.5030-1.5040	1.5030-1.5040	1.5030-1.5040

CHICAGO

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030
1.5030-1.5040	1.5030-1.5040	1.5030-1.5040	1.5030-1.5040

U.S. TREASURY BILLS

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030
1.5030-1.5040	1.5030-1.5040	1.5030-1.5040	1.5030-1.5040

U.S. TREASURY BILLS

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030
1.5030-1.5040	1.5030-1.5040	1.5030-1.5040	1.5030-1.5040

U.S. TREASURY BILLS

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030
1.5030-1.5040	1.5030-1.5040	1.5030-1.5040	1.5030-1.5040

U.S. TREASURY BILLS

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030
1.5030-1.5040	1.5030-1.5040	1.5030-1.5040	1.5030-1.5040

U.S. TREASURY BILLS

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030
1.5030-1.5040	1.5030-1.5040	1.5030-1.5040	1.5030-1.5040

U.S. TREASURY BILLS

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030
1.5030-1.5040	1.5030-1.5040	1.5030-1.5040	1.5030-1.5040

U.S. TREASURY BILLS

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030
1.5030-1.5040	1.5030-1.5040	1.5030-1.5040	1.5030-1.5040

U.S. TREASURY BILLS

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030
1.5030-1.5040	1.5030-1.5040	1.5030-1.5040	1.5030-1.5040

U.S. TREASURY BILLS

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030
1.5030-1.5040	1.5030-1.5040	1.5030-1.5040	1.5030-1.5040

U.S. TREASURY BILLS

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030
1.5030-1.5040	1.5030-1.5040	1.5030-1.5040	1.5030-1.5040

U.S. TREASURY BILLS

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030
1.5030-1.5040	1.5030-1.5040	1.5030-1.5040	1.5030-1.5040

U.S. TREASURY BILLS

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030
1.5030-1.5040	1.5030-1.5040	1.5030-1.5040	1.5030-1.5040

POUND SPOT - FORWARD AGAINST THE POUND

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030
1.5030-1.5040	1.5030-1.5040	1.5030-1.5040	1.5030-1.5040

DOLLAR SPOT - FORWARD AGAINST THE DOLLAR

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030
1.5030-1.5040	1.5030-1.5040	1.5030-1.5040	1.5030-1.5040

EXCHANGE CROSS RATES

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030
1.5030-1.5040	1.5030-1.5040	1.5030-1.5040	1.5030-1.5040

EURO-CURRENCY INTEREST RATES

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030
1.5030-1.5040	1.5030-1.5040	1.5030-1.5040	1.5030-1.5040

FT LONDON INTERBANK FIXING

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030
1.5030-1.5040	1.5030-1.5040	1.5030-1.5040	1.5030-1.5040

MONEY RATES

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030
1.5030-1.5040	1.5030-1.5040	1.5030-1.5040	1.5030-1.5040

LONDON MONEY RATES

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030
1.5030-1.5040	1.5030-1.5040	1.5030-1.5040	1.5030-1.5040

FT-ACTUARIES WORLD INDICES

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030
1.5030-1.5040	1.5030-1.5040	1.5030-1.5040	1.5030-1.5040

FT-ACTUARIES WORLD INDICES

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030
1.5030-1.5040	1.5030-1.5040	1.5030-1.5040	1.5030-1.5040

FT-ACTUARIES WORLD INDICES

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030
1.5030-1.5040	1.5030-1.5040	1.5030-1.5040	1.5030-1.5040

FT-ACTUARIES WORLD INDICES

Dec 4	Dec 5	Dec 6	Dec 7
1.5000-1.5010	1.5000-1.5010	1.5000-1.5010	1.5000-1.5010
1.5010-1.5020	1.5010-1.5020	1.5010-1.5020	1.5010-1.5020
1.5020-1.5030	1.5020-1.5030	1.5020-1.5030	1.5020-1.5030
1.5030-1.5040	1.5030-1.5040	1.5030-1.5040	1.5030-1.5040

FT-ACTUARIES WORLD INDICES

Dec 4	Dec 5	Dec 6
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FINANCIAL TIMES MONDAY DECEMBER 7 1992

INVESTMENT TRUSTS - Cont.

	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	2101	2102	2103	2104	2105	2106	2107	2108	2109	2110	2111	2112	2113	2114	2115	2116	2117	2118	2119	2120	2121	2122	2123	2124	2125	2126	2127	2128	2129	2130	2131	2132	2133	2134	2135	2136	2137	2138	2139	2140	2141	2142	2143	2144	2145	2146	2147	2148	2149	2150	2151	2152	2153	2154	2155	2156	2157	2158	2159	2160	2161	2162	2163	2164	2165	2166	2167	2168	2169	2170	2171	2172	2173	2174	2175	2176	2177	2178	2179	2180	2181	2182	2183	2184	2185	2186	2187	2188	2189	2190	2191	2192	2193	2194	2195	2196	2197	2198	2199	2200	2201	2202	2203	2204	2205	2206	2207	2208	2209	2210	2211	2212	2213	2214	2215	2216	2217	2218	2219	2220	2221	2222	2223	2224	2225	2226	2227	2228	2229	2230	2231	2232	2233	2234	2235	2236	2237	2238	2239	2240	2241	2242	2243	2244	2245	2246	2247	2248	2249	2250	2251	2252	2253	2254	2255	2256	2257	2258	2259	2260	2261	2262	2263	2264	2265	2266	2267	2268	2269	2270	2271	2272	2273	2274	2275	2276	2277	2278	2279	2280	2281	2282	2283	2284	2285	2286	2287	2288	2289	2290	2291	2292	2293	2294	2295	2296	2297	2298	2299	2300	2301	2302	2303	2304	2305	2306	2307	2308	2309	2310	2311	2312	2313	2314	2315	2316	2317	2318	2319	2320	2321	2322	2323	2324	2325	2326	2327	2328	2329	2330	2331	2332	2333	2334	2335	2336	2337	2338	2339	2340	2341	2342	2343	2344	2345	2346	2347	2348	2349	2350	2351	2352	2353	2354	2355	2356	2357	2358	2359	2360	2361	2362	2363	2364	2365	2366	2367	2368	2369	2370	2371	2372	2373	2374	2375	2376	2377	2378	2379	2380	2381	2382	2383	2384	2385	2386	2387	2388	2389	2390	2391	2392	2393	2394	2395	2396	2397	2398	2399	2400	2401	2402	2403	2404	2405	2406	2407	2408	2409	2410	2411	2412	2413	2414	2415	2416	2417	2418	2419	2420	2421	2422	2423	2424	2425	2426	2427	2428	2429	2430	2431	2432	2433	2434	2435	2436	2437	2438	2439	2440	2441	2442	2443	2444	2445	2446	2447	2448	2449	2450	2451	2452	2453	2454	2455	2456	2457	2458	2459	2460	2461	2462	2463	2464	2465	2466	2467	2468	2469	2470	2471	2472	2473	2474	2475	2476	2477	2478	2479	2480	2481	2482	2483	2484	2485	2486	2487	2488	2489	2490	2491	2492	2493	2494	2495	2496	2497	2498	2499	2500	2501	2502	2503	2504	2505	2506	2507	2508	2509	2510	2511	2512	2513	2514	2515	2516	2517	2518	2519	2520	2521	2522	2523	2524	2525	2526	2527	2528	2529	2530	2531	2532	2533	2534	2535	2536	2537	2538	2539	2540	2541	2542	2543	2544	2545	2546	2547	2548	2549	2550	2551	2552	2553	2554	2555	2556	2557	2558	2559	2560	2561	2562	2563	2564	2565	2566	2567	2568	2569	2570	2571	2572	2573	2574	2575	2576	2577	2578	2579	2580	2581	2582	2583	2584	2585	2586	2587	2588	2589	2590	2591	2592	2593	2594	2595	2596	2597	2598	2599	2600	2601	2602	2603	2604	2605	2606	2607	2608	2609	2610	2611	2612	2613	2614	2615	2616	2617	2618	2619	2620	2621	2622	2623	2624	2625	2626	2627	2628	2629	2630	2631	2632	2633	2634	2635	2636	2637	2638	2639	2640	2641	2642	2643	2644	2645	2646	2647	2648	2649	2650	2651	2652	2653	2654	2655	2656	2657	2658	2659	2660	2661	2662	2663	2664	2665	2666	2667	2668	2669	2670	2671	2672	2673	2674	2675	2676	2677	2678	2679	2680	2681	2682	2683	2684	2685	2686	2687	2688	2689	2690	2691	2692	2693	2694	2695	2696	2697	2698	2699	2700	2701	2702	2703	2704	2705	2706	2707	2708	2709	2710	2711	2712	2713	2714	2715	2716	2717	2718	2719	2720	2721	2722	2723	2724	2725	2726	2727	2728	2729	2730	2731	2732	2733	2734	2735	2736	2737	2738	2739	2740	2741	2742	2743	2744	2745	2746	2747	2748	2749	2750	2751	2752	2753	2754	2755	2756	2757	2758	2759	2760	2761	2762	2763	2764	2765	2766	2767	2768	2769	2770	2771	2772	2773	2774	2775	2776	2777	2778	2779	2780	2781	2782	2783	2784	2785	2786	2787	2788	2789	2790	2791	2792	2793	2794	2795	2796	2797	2798	2799	2800	2801	2802	2803	2804	2805	2806	2807	2808	2809	2810	2811	2812	2813	2814	2815	2816	2817	2818	2819	2820	2821	2822	2823	2824	2825	2826	2827	2828	2829	2830	2831	2832	2833	2834	2835	2836	2837	2838	2839	2840	2841	2842	2843	2844	2845	2846	2847	2848	2849	2850	2851	2852	2853	2854	2855	2856	2857	2858	2859	2860	2861	2862	2863	2864	2865	2866	2867	2868	2869	2870	2871	2872	2873	2874	2875	2876	2877	2878	2879	2880	2881	2882	2883	2884	2885	2886	2887	2888	2889	2890	2891	2892	2893	2894	2895	2896	2897	2898	2899	2900	2901	2902	2903	2904	2905	2906	2907	2908	2909	2910	2911	2912	2913	2914	2915	2916	2917	2918	2919	2920	2921	2922	2923	2924	2925	2926	2927	2928	2929	2930	2931	2932	2933	2934	2935	2936	2937	2938	2939	2940	2941	2942	2943	2944	2945	2946	2947	2948	2949	2950	2951	2952	2953	2954	2955	2956	2957	2958	2959	2960	2961	2962	2963	2964	2965	2966	2967	2968	2969	2970	2971	2972	2973	2974	2975	2976	2977	2978	2979	2980	2981	2982	2983	2984	2985	2986	2987	2988	2989	2990	2991	2992	2993	2994	2995	2996	2997	2998	2999	3000
Nov	87.3	8.16	2000																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								</																																																																																																																																																																																																																																																																																																																																																																																																								

Unit	2015	700.0 R
2016	149	0.7

Sept-Dec	2,713,021.1	469,000
Jan	58.3	4,000
Jan-Apr	285.5	27,000
May	39,879.1	1,000
May-Aug	1,018,811.1	1,000
Jul	28.4	1.4
Jul	6.722	—
Jul	26.2	11.5
Jul	2.95	—
Jan-Apr	70,153.70	5,500
Jul	27.3	—
Jul	319.8	2.11
Jan	109.3	2.11
Jan	31.5	2.11
May	35.6	2.77
Aug	6.78	26.77
Jan	1,081,130	27,000
Jan	1,400,311	53,000
May	40.0	27.1
Apr	23.8	23.3
Apr	15.3	27.3
Apr	17.0	27.3
Apr	26.3	12.4
Apr	26.3	5.50
Apr	1.2	1.2
Jan	20,215.10	412,000
Nov	9.01	8,000
Nov	9.01	8,000

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Feb-Mar	33.2	5.10	
Apr	47.9	8.50	
May	18.016.11	11.00	
Jun	18.016.11	11.00	
Jul	46.1	24.0	27.0
Aug	8.73	1.71	2.07
Sep-Oct	77.0	5.10	
Nov	18.016.11	11.00	
Dec	2.52	21.0	
Jan	0.18	—	
Feb-Mar	18.016.11	11.00	
Apr	18.016.11	11.00	
May	14.5	8.4	
Jun-Jul	30.0		
Aug	22.017.11	4.00	
Sep-Oct	12.0	9.0	
Nov	22.0	24.0	
Dec	12.0	21.0	
Jan	0.85	30.0	1.00
Feb	22.0	28.0	
Mar	0.17	—	
Apr	0.0	—	
May	7.0	—	
Jun-Jul	71.0	24.0	
Aug	18.0	15.0	
Sep-Oct	7.04	21.0	
Nov	12.0	—	
Dec	48.0	38.0	33.0
Jan	2.78		
Feb-Mar	3.0	2.17	
Apr	18.016.11	11.00	
May	0.0	—	
Jun	0.0	2.11	
Jul	32.0	13.7	
Aug	78.0	—	

Garred Units	100	100	100	100
Zero Dr Pz	100	100	100	100

[illegible]

2000	1.3	2001	1.3
2002	1.4	2003	1.4
2004	1.5	2005	1.6
2006	1.7	2007	1.8
2008	1.9	2009	2.0
2010	2.1	2011	2.2
2012	2.3	2013	2.4
2014	2.5	2015	2.6
2016	2.7	2017	2.8
2018	2.9	2019	3.0
2020	3.1	2021	3.2
2022	3.3	2023	3.4
2024	3.5	2025	3.6
2026	3.7	2027	3.8
2028	3.9	2029	4.0
2030	4.1	2031	4.2
2032	4.3	2033	4.4
2034	4.5	2035	4.6
2036	4.7	2037	4.8
2038	4.9	2039	5.0
2040	5.1	2041	5.2
2042	5.3	2043	5.4
2044	5.5	2045	5.6
2046	5.7	2047	5.8
2048	5.9	2049	6.0
2050	6.1	2051	6.2
2052	6.3	2053	6.4
2054	6.5	2055	6.6
2056	6.7	2057	6.8
2058	6.9	2059	7.0
2060	7.1	2061	7.2
2062	7.3	2063	7.4
2064	7.5	2065	7.6
2066	7.7	2067	7.8
2068	7.9	2069	8.0
2070	8.1	2071	8.2
2072	8.3	2073	8.4
2074	8.5	2075	8.6
2076	8.7	2077	8.8
2078	8.9	2079	9.0
2080	9.1	2081	9.2
2082	9.3	2083	9.4
2084	9.5	2085	9.6
2086	9.7	2087	9.8
2088	9.9	2089	10.0
2090	10.1	2091	10.2
2092	10.3	2093	10.4
2094	10.5	2095	10.6
2096	10.7	2097	10.8
2098	10.9	2099	11.0
2100	11.1	2101	11.2
2102	11.3	2103	11.4
2104	11.5	2105	11.6
2106	11.7	2107	11.8
2108	11.9	2109	12.0
2110	12.1	2111	12.2
2112	12.3	2113	12.4
2114	12.5	2115	12.6
2116	12.7	2117	12.8
2118	12.9	2119	13.0
2120	13.1	2121	13.2
2122	13.3	2123	13.4
2124	13.5	2125	13.6
2126	13.7	2127	13.8
2128	13.9	2129	14.0
2130	14.1	2131	14.2
2132	14.3	2133	14.4
2134	14.5	2135	14.6
2136	14.7	2137	14.8
2138	14.9	2139	15.0
2140	15.1	2141	15.2
2142	15.3	2143	15.4
2144	15.5	2145	15.6
2146	15.7	2147	15.8
2148	15.9	2149	16.0
2150	16.1	2151	16.2
2152	16.3	2153	16.4
2154	16.5	2155	16.6
2156	16.7	2157	16.8
2158	16.9	2159	17.0
2160	17.1	2161	17.2
2162	17.3	2163	17.4
2164	17.5	2165	17.6
2166	17.7	2167	17.8
2168	17.9	2169	18.0
2170	18.1	2171	18.2
2172	18.3	2173	18.4
2174	18.5	2175	18.6
2176	18.7	2177	18.8

[illegible]

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MINES - Cont.

Standard and Features	MSRP	MPG (City/Hwy)	Drivetrain	Load Cap	Max Speed
4-Door Hatchback	28	23/29	1.0 Gas	200 lbs	70 mph
Deer Run and 1700 cc	174	16/26F	1.6 Gas	200 lbs	70 mph
4-Door Hatchback	200	23/29	1.0 Gas	200 lbs	70 mph
4-Door Hatchback	244	24/31F	1.0 Gas	242	200 mph
4-Door Hatchback	255	24/31F	1.0 Gas	242	200 mph
4-Door Hatchback	277	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	297	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	337	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	357	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	377	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	397	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	417	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	437	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	457	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	477	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	497	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	517	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	537	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	557	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	577	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	597	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	617	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	637	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	657	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	677	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	697	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	717	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	737	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	757	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	777	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	797	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	817	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	837	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	857	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	877	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	897	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	917	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	937	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	957	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	977	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	997	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1017	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1037	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1057	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1077	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1097	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1117	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1137	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1157	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1177	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1197	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1217	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1237	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1257	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1277	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1297	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1317	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1337	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1357	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1377	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1397	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1417	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1437	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1457	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1477	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1497	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1517	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1537	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1557	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1577	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1597	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1617	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1637	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1657	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1677	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1697	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1717	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1737	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1757	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1777	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1797	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1817	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1837	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1857	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1877	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1897	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1917	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1937	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1957	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1977	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	1997	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2017	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2037	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2057	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2077	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2097	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2117	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2137	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2157	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2177	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2197	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2217	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2237	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2257	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2277	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2297	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2317	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2337	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2357	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2377	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2397	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2417	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2437	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2457	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2477	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2497	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2517	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2537	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2557	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2577	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2597	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2617	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2637	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2657	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2677	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2697	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2717	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2737	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2757	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2777	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2797	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2817	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2837	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2857	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2877	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2897	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2917	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2937	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2957	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2977	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	2997	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3017	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3037	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3057	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3077	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3097	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3117	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3137	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3157	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3177	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3197	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3217	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3237	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3257	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3277	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3297	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3317	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3337	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3357	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3377	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3397	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3417	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3437	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3457	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3477	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3497	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3517	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3537	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3557	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3577	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3597	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3617	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3637	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3657	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3677	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3697	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3717	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3737	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3757	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3777	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3797	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3817	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3837	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3857	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	3877	23/29	1.0 Gas	242	200 mph
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4-Door Hatchback	3957	23/29	1.0 Gas	242	200 mph
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4-Door Hatchback	4017	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	4037	23/29	1.0 Gas	242	200 mph
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4-Door Hatchback	4177	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	4197	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	4217	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	4237	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	4257	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	4277	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	4297	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	4317	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	4337	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	4357	23/29	1.0 Gas	242	200 mph
4-Door Hatchback	4377	23/29			

Company	YTD	12-M	3-M	1-M	5-D	10-D	20-D	30-D	60-D	90-D	180-D	252-D	504-D	1008-D	1826-D	2520-D	5040-D	10080-D	20160-D	40320-D	80640-D	161280-D	322560-D	645120-D	1290240-D	2580480-D	5160960-D	10321920-D	20643840-D	41287680-D	82575360-D	165150720-D	330301440-D	660602880-D	1321205760-D	2642411520-D	5284823040-D	10569646080-D	21139292160-D	42278584320-D	84557168640-D	169114337280-D	338228674560-D	676457349120-D	1352914698240-D	2705829396480-D	5411658792960-D	10823317585920-D	21646635171840-D	43293270343680-D	86586540687360-D	173173081374720-D	346346162749440-D	692692325498880-D	1385384650997760-D	2770769301995520-D	5541538603991040-D	11083077207982080-D	22166154415964160-D	44332308831928320-D	88664617663856640-D	177329235327713280-D	354658470655426560-D	709316941310853120-D	1418633882621706240-D	2837267765243412480-D	5674535530486824960-D	11349071060973649920-D	22698142121947299840-D	45396284243894599680-D	90792568487789199360-D	181585136975578398720-D	363170273951156797440-D	726340547902313594880-D	1452681095804627189760-D	2905362191609254379520-D	5810724383218508759040-D	11621448766437017519040-D	23242897532874035038080-D	46485795065748070076160-D	92971590131496140152320-D	185943180262992280304640-D	371886360525984560609280-D	743772721051969121218560-D	1487545442103938242437120-D	2975090884207876484874240-D	5950181768415752969748480-D	11900363536831505939496960-D	23800727073663011878993920-D	47601454147326023757987840-D	95202908294652047515975680-D	190405816589304095031951360-D	380811633178608190063902720-D	761623266357216380127805440-D	1523246532714432760255610880-D	3046493065428865520511221760-D	6092986130857731041022443520-D	12185972261715462082044887040-D	24371944523430924164089774080-D	48743889046861848328179548160-D	97487778093723696656359096320-D	194975576187447393312718192640-D	389951152374894786625436385280-D	779902304749789573250872770560-D	1559804609499579146501745541120-D	3119609218999158293003491082240-D	6239218437998316586006982164480-D	12478436875996633172013964328960-D	24956873751993266344027928657920-D	49913747503986532688055857315840-D	99827495007973065376111714631680-D	199654990015946130752223429263360-D	399309980031892261504446858526720-D	798619960063784523008893717053440-D	1597239920127569046017787434106880-D	3194479840255138092035574868213760-D	6388959680510276184071149736427520-D	12777919361020552368142298712855040-D	25555838722041104736284597425710080-D	51111677444082209472569194851420160-D	102223354888164418945138389702842240-D	204446709776328837890276779405684480-D	408893419552657675780553558811368960-D	817786839105315351561107117622737920-D	1635573678210630703122214235245475840-D	3271147356421261406244428470490951680-D	6542294712842522812488856940981903360-D	13084589425685045624977713881963806720-D	26169178851370091249955427763927613440-D	52338357702740182499910855527855226880-D	104676715405480364999821711055710453760-D	209353430810960729999643422111420907360-D	418706861621921459999286844222841815040-D	837413723243842919998573688445683630080-D	1674827446487685839997147376891367260160-D	3349654892975371679994294753782734520320-D	6699309785950743359988589507565469040640-D	13398619571901486719977179015130938081280-D	26797239143802973439954358030261876162560-D	53594478287605946879908716060523752325120-D	107188956575211893759817432121047504650240-D	214377913150423787519634864242095009300480-D	428755826300847575039269728484190018600960-D	857511652601695150078539456968380037201920-D	1715023305203390300157078913936760074403840-D</
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NASDAQ NATIONAL MARKET

Inv. No.	P/ Sls					P/ Sls					P/ Sls					P/ Sls								
	Qty	#	100%	High	Low	Qty	#	100%	High	Low	Qty	#	100%	High	Low	Qty	#	100%	High	Low				
Altitude	0.64	21	982	33	34%	34%	0.64	21	982	33	34%	34%	0.64	21	982	33	34%	34%	0.64	21	982	33	34%	34%

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4 pm close December 4

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Karl Capp for further details on Frankfurt Tel: 0130 5351, Fax: 069 5964481.

1. 1. The first part of the report is a summary of the work done during the year.
 2. 2. The second part is a detailed account of the work done during the year.
 3. 3. The third part is a summary of the work done during the year.
 4. 4. The fourth part is a detailed account of the work done during the year.
 5. 5. The fifth part is a summary of the work done during the year.
 6. 6. The sixth part is a detailed account of the work done during the year.
 7. 7. The seventh part is a summary of the work done during the year.
 8. 8. The eighth part is a detailed account of the work done during the year.
 9. 9. The ninth part is a summary of the work done during the year.
 10. 10. The tenth part is a detailed account of the work done during the year.

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